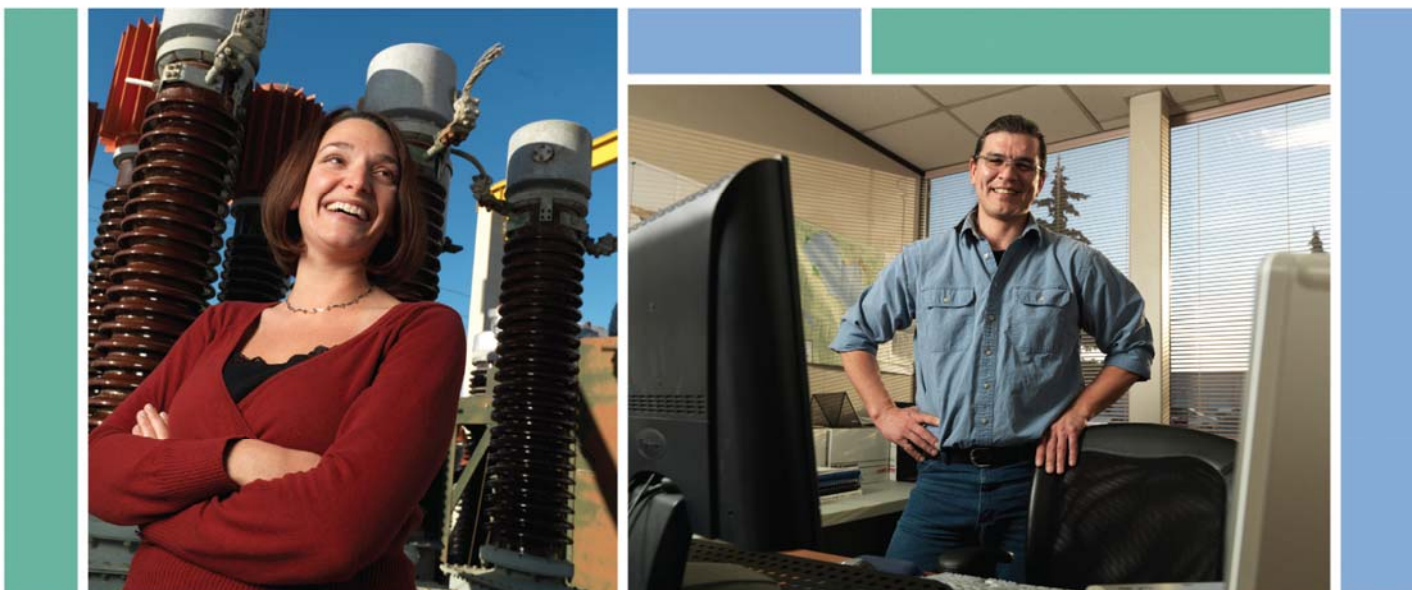


APEGGA Business Plan 2009



Dec 2008

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Mission

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

Vision

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

Guiding Principles

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

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 2009 - 2018 Strategic Plan has outlined four broad strategic themes:

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

The business plan has been organized around the first three themes. The fourth theme 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 additional sections dedicated to the 2009 strategic and operational priorities and to the resources needed to carry out the priorities and our ongoing business.

2009 will see the moving of ASET under the EGGP Act and the lack of skilled labour issues relegated from strategic issues to issues that warrant monitoring only. There will be ongoing activity to enhance mobility, to increase the geoscience licensure rates and to finish off the office and IT enhancements begun in 2007. Four rising issues – leadership on key public interest issues, better definition of “practice”, engaging members and defining APEGGA's role in the importation of professional services - will see increased effort.

Specifically, the strategic priorities for 2009 are:

1. Increase mobility for nationally and internationally-trained professionals while ensuring APEGGA's ability to carry out its legislated duty-of-care to the public.
2. Increase the rate and number of geoscientists licensed by APEGGA.
3. Provide leadership on key public interest issues.
4. Provide better definition of where a member must be licensed when member, client and client's site in question are in different jurisdictions.
5. Increase engagement of members. Low voter turnout is an issue in and of itself, but also an indication of a broader malaise which is linked to personalizing professionalism and not recognizing the value of membership and APEGGA relevance.
6. Clearly define APEGGA responsibility concerning the quality of services imported from other countries.

There are four additional operational priorities for 2009.

1. Complete Phase II implementation of the Member management system.
2. Complete renovations of the Edmonton office.
3. Complete evaluation and implementation of document management system.
4. Work with AB Gov't to revise legislation.

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Strategic Priorities for 2009

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

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Increase mobility for nationally and internationally-trained professionals while ensuring APEGGA's ability to carry out its legislated duty-of-care to the public.</p> <p>Theme: Regulate the Practice and Build Value in APEGGA</p>				
	Canada			
	<p>APEGGA, in concert with other Alberta professional organizations, works to familiarize and build trust with Gov't officials on self-regulation and APEGGA's role in balancing mobility and the public interest, in particular as it relates to health and safety issues.</p>	<p>Arrange independent meetings with AB Gov't officials and through PNWER to discuss how APEGGA meets intent of TILMA. (2008?)</p> <p>Coarrange P7 meetings with AB Gov't officials. (2008?)</p>	<p>AB & BC Gov'ts agree that APEGGA and APEGBC meet the intent of TILMA (2008?)</p> <p>A harmonization agreement between APEGGA and APEGBC has been struck which allows for mobility between the two provinces and serves as a template for future inter-provincial association agreements.</p>	
	Maintain the eng. & geosc.	Compare the two documents for	Due diligence clause	

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>inter-association agreements</p> <p>Continue to encourage uniformity of policies, admission standards, process and paperwork</p> <p>Speed up the transfer process by improving access to info in other Cdn jurisdictions</p>	<p>congruence particularly with the due diligence clauses (2008?)</p> <p>Board of Examiners implements national Standard Body of Knowledge</p> <p>Through EngCan develop new standard app form</p> <p>Compare our policies and practices with those of sister associations and engage sister associations in similar reviews and discussions</p> <p>Provide feedback to EngCan on the performance of the new national db launched in 2008.</p>	<p>revised and accepted by all CMs for both engineering and geoscience IAMAs. IAMAs resigned (2008?).</p> <p>National acceptance of a common body of geoscience knowledge and experience has been achieved.</p> <p>New form is approved</p> <p>More uniformity of policies and practices across the country</p> <p>Refinements made to db.</p>	
	US and International			
	<p>Independently and with CCPE continue to promote with US legislators that P.Eng. = P.E. Expand the work to include P.Geos.</p> <p>Support US states who are adopting the reciprocity standards previously set in NAFTA agreement as "registration plus 8"</p>	<p>Maintain contact with US Gov't officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums</p>	<p>6 US states have authority to license P.Eng.s without exams</p>	<p>Exec Dir</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Co-host NCEES Western Zone conference with Idaho State Board in Banff in May 2009.</p>	<p>IIDD operational in 2008. Data building</p> <p>Continue to offer the FE exam to AB grads and to foreign trained applicants</p> <p>Review new MRAs with Ireland.</p> <p>Create program and collateral materials to encourage registration and ensure a successful event</p>	<p>Review begun on enhanced recognition for some schools.</p> <p>Number of grads and exam candidates writing the FE</p> <p>MRA with Ireland in place.</p> <p>Attendance by representatives of all State Boards in NCEES Western Zone and majority of Canadian CMS.</p>	<p>Dir Reg</p> <p>Exam Consult</p> <p>Dep Reg/Dir Reg</p> <p>Exec Dir/Mgr EEL/Mgr MA/Mgr Comm</p>
<p>Increase the rate and number of licensed geoscientists.</p> <p>Themes: Regulate the Practice and Build Value in APEGGA.</p>	<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>Board of Examiners implements national Standard Body of Knowledge</p> <p>APEGGA puts in place a sustained campaign to encourage licensure of geoscientists. Plan will build upon current actions with Permit holders/corporate leaders, geoscience learned societies, universities and the public:</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 seminars.</p>	<p>Incremental increase in rates of licensure</p> <p>Barriers to geoscience registration have been removed and CCPG Standard Body of Knowledge for geoscience has been agreed to nationally.</p> <p>Permit holders and other corporate leaders have been enlisted in communicating the value and importance of registration to their employees and employers agree to put</p>	<p>Dir Corp Aff & Investigations/ Dir Compliance</p> <p>Mgr Geo Affairs</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Promote with TSX, TSX-V, AEUB, AE & ASC the need for only licensed practitioners to submit report</p>	<p>in place organizational plans to move towards full licensure of geoscientists working for their organizations.</p>	
		<p>Enhance the Prof and Ethics Learning Module with a geoscience vignette.</p>	<p>Student-focused initiatives continue with professional</p>	<p>Mgr Geo Aff/Mgr Comm</p>
		<p>Have entrenched in the undergrad program a 4th year course on practicing the professions.</p>	<p>development course developed and being implemented. Alberta geoscience professors and department heads</p>	
		<p>Scope outreach activities beyond that currently being undertaken and recommend further actions. Specifically, tag on to Seismic in Motion the role of the Geophysicist.</p>	<p>have been enlisted to communicate the value and importance of registration to students.</p>	
		<p>Develop and implement communications strategy including key messages:</p> <ul style="list-style-type: none"> • Why licensure is required • Under what circumstances is licensure required (after clarification of definition below) • History • New licensure opportunities due to 1A2A 	<p>Increase in licensed geos</p>	<p>Mgr Comm/Mgr Geo Aff</p>
		<p>Enhance partnerships with groups such as CSEG and CSPG through sponsorships including: C3GEO, KISP,</p>	<p>Members understand when a license is req'd Members feel more affinity to APEGGA due to a long history The professional ladder for the Geosciences is clear to Members</p> <p>Liaison/partnership with geoscience learned societies improved.</p>	<p>Mgr Comm/Mgr Geo Aff</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		Gussow, Stones and Bones, Seismic in Motion Continue focused advertising to non-compliant Geoscience community by developing ads for CSPG, CSEG, CWLS publications and others.		Mgr. Comm
Provide leadership on key public interest issues. (see Advocacy under Lead the Professions) Themes: Lead the Professions and Build Value in APEGGA.	Address important issues where our involvement will contribute to the public's understanding of the issues and to positive solutions through regular Gov't relations Monitor for other similar issues of public interest	Public Interest Issues Committee addresses climate change, water, infrastructure, or other topic in coordination with national initiatives.	First paper issued with news release.	Exec Dir/Mgr Comm
Provide better definition of which jurisdiction(s) a member must be licensed in when member, client and client's site/property in question are in different jurisdictions. Themes: Regulate the practice.	Inform Council on the issues of interprovincial practice.	Prepare white paper for council.	Paper approved for circulation nationally. It is clear to Members when licensure is required inside and outside Alberta	Geos Comm/Dir IA/Dep Reg/Geo Mgr/Mgr Comm
Increase engagement of members. Low voter turnout is an issue in and of itself, but also an indication of a broader malaise which is linked to personalizing professionalism and not recognizing the value of membership and APEGGA relevance. (see keep-in-views) Themes: Regulate the Practice and Build Value in APEGGA.	Establish task force to review election process and potentially the wider issue.	Analyze election process Establish focus groups of members to explore causes of member apathy. Contact with other P7 associations to determine whether they have had similar problems and how these were solved. Expand on "what it means to be a professional" in permit to practice seminars	Revisions made to election process Recommendations approved on increasing engagement	Exec Dir/ DepReg/Dir CA & I/Mgr Mem Aff/Mgr Ed Serv/Mgr Comm Dir CA&I Mgr Ed Serv

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Enhance “What’s in it for me?” PEGG article series with higher level issues (see the upholding members section of this plan for additional activities)</p> <p>Develop “What’s in it for me?” print piece and Branch support materials.</p> <p>Promote nominations for Summit Awards® and Summit Awards® recipients.</p>		<p>Mgr Comm</p> <p>Mgr Ed Serv/Mgr Mem Aff/Mgr Comm</p>
<p>Clearly define APEGGA responsibility concerning the quality of services imported from other countries.</p> <p>Theme: Regulate the Practice.</p>	<p>PRB report concluded in 2007 that off-shore work is being adequately reviewed and that no legislation charges are required, but that a guideline should be prepared.</p>	<p>Finalize APEGGA practice guideline. Develop briefing to Council on whether a legislative change is needed.</p>	<p>APEGGA practice guideline approved by Council. Decision made re legislative change.</p>	<p>Dir Prof Prac</p>

Operational Priorities for 2009

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

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Improve our ability to manage Member information and to access member information from other associations</p>	<p>Replace the obsolete Member Information System technology with an enhanced, agile system that meets the needs of APEGGA now and into the future.</p> <p>Speed up inter-association transfer by supporting national db</p>	<p>Complete Ph II implementation</p>	<p>Ph II complete early 2009</p>	<p>Mgr Admin</p>
		<p>Finalize testing of national db and provide EngCan with feedback.</p>	<p>Feedback and refinements complete.</p>	<p>Dir Reg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Increase the number of work spaces in Edmonton	With completion of 14 th and 16 th fl renos move on to 15 th fl	Complete renos of 15 fl	15 th fl complete mid 2009	Dir IA/Mgr Admin
Improve electronic access to documents. Reduce file storage space.	Evaluate an electronic document management system	Develop criteria, evaluate suppliers, purchase if appropriate and install	Reduced file space. Increased ease of reviewing files.	Mgr Admin
Implement legislative revisions Work with government on proposed major Act revisions	Gov't to drive major revision in EGGP Act.	Provide input as required.	Revised EGGP Act proclaimed perhaps in conjunction with 1A2A, P.Geo. & title provisions revisions	Dep Reg
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 gov't</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>	<p>Dep Reg</p> <p>Mgr Geo Aff/Mgr Comm</p>
Seek approval for the conversion to P.Geo. designation	Move forward on seeking approval and implementation obo the favourable, although invalid, 2008 vote	Draft revisions to Act, Regs and Bylaws as necessary for approval by membership at 2009 AGM Forward recommendations for approval by membership at 2009 AGM to change	Revisions and name changes approved by members and government	Dep Reg

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		the names of the Association and the Act If approved by members, forward revisions and recommendations to govt.		
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	Gov't passes the revisions Success rate in the courts	Dep Reg

Keep-in-view Issues

Council has identified issues that are not strategic at this time but that need to be kept in view. They are listed here to identify ongoing staff activities against each and to highlight which ones need further analysis by Council.

Goals	Strategies	Actions	Measurables/Targets	Responsibility
Concern about shortages of professionals and availability of skilled labour over the long term. Theme: Uphold Members.	Partner with others who are defining and working on resolutions to the skilled labour shortage	Executive Director to continue to co-chair PNWER committee Review Engineers Canada's labour market survey as validation of our own. Revise APEGGA's study as appropriate SEE PROVIDE NATIONAL LABOUR MARKET MODEL UNDER "LEAD THE PROFESSIONS – INTERASSOCIATION/NATIONAL AFFAIRS"	All stakeholders are on the same page with regard to the supply/demand situation.	Exec Dir/Dir IA
US jurisdictions do not accept our members without exams. Mobility between Canadian jurisdictions is time consuming and costly. Themes: Regulate the Practice and Build Value in APEGGA.		SEE INCREASE MOBILITY UNDER "2009 PRIORITIES"		Dir IA

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Concern about maintaining standards in the face of retirements, the influx of internationally educated graduates and the pace of change.</p> <p>Theme: Regulate the Practice.</p>				Dir IA
<p>Members do not internalize or personalize the standards developed by APEGGA.</p> <p>Themes: Regulate the Practice, Build Value in APEGGA.</p>	Foster an environment where Members can internalize professionalism without undue monitoring by APEGGA	<p>Develop communications activities that</p> <p>1) emphasizes the obligation to report unlicensed practitioners, improper use of title, unskilled practice and unprofessional conduct</p> <p>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 SEE ENGAGEMENT OF MEMBERS UNDER "2009 PRIORITIES"</p>	No. of complaint reports by members	<p>Dir Compliance/ Dir Prof Prac/Mgr Comm.</p> <p>Dir Prof Prac/Mgr, Ed Serv.</p> <p>Dep Reg</p>
<p>Relationship with gov't is difficult to maintain with changes in elected officials. Their understanding of APEGGA's role is an important component of APEGGA's image as a senior professional regulator.</p> <p>Theme: Lead the Professions.</p>		SEE GOV'T RELATIONS SECTION UNDER "LEADING THE PROFESSIONS"		Exec Dir/Mgr EEL/Mgr Comm
<p>The public does not understand the importance of the professions to society. As a result the image is low.</p>		EngCan advertising and PR campaign supported and enhanced through additional purchase of outdoor, print and radio advertising in Alberta.		Mgr Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
Themes: Build Value in APEGGA and Uphold Members.		SEE ENHANCE COMMUNICATIONS SECTION UNDER "LEADING THE PROFESSIONS" INTERASSOCIATION/NATIONAL AFFAIRS"		

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Permits —The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability and quality.</p>	<p>Educate Responsible Members and Chief Operating Officers on their legal obligations and professional responsibilities through Permit seminars. Promote with RMs that they are partners in the regulation of the professions; not just licence holders.</p>	<p>Consider how to enhance the professional obligation section (as per strategic priority to engage members) while retaining the critical elements of loss and risk management.</p>	<ul style="list-style-type: none"> • 1000 attendees • 36 seminars delivered • Positive feedback from attendees continues 	<p>Dir CA&I</p>
<p>Ensure applications processing and ongoing management of permit files are done efficiently and effectively.</p>	<p>Continue to improve how we manage permits</p>	<ul style="list-style-type: none"> • Improve/update application and renewal forms. • Evaluate the move to fully electronic handling and storage of information. • 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. 	<p>Dir CA&I/Mgr Admin</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
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 • Advertise decisions and issue news release as per committee decision 	<ul style="list-style-type: none"> • Number of decisions issued • Number of cases appealed • Results of appeals • Time taken • Feedback received 	Dir Prof Prac Mgr Ed Serv Mgr Comm
Complaints Appeal — Ensure appeal hearings are handled fairly and in a timely manner		<ul style="list-style-type: none"> • Hold appeal hearing as required • Publish cases as per policy • Advertise decisions and issue news release as per committee decision 	<ul style="list-style-type: none"> • Number of cases referred to and upheld by Alberta Court of Appeal • Time taken • Feedback received 	Dep Reg/ Mgr Ed Serv Mgr Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Practice Review Assessment of individual Members' competence and continuing right to practice; assessment of quality of professional practice of individual members, Permit Holders and the professions in general</p>	<ul style="list-style-type: none"> • Conduct practice reviews and general inquiries; • Reinstate registrations and allow resumption of practice; • Administer Continuing Professional Development Program 	<ul style="list-style-type: none"> • Conduct random and responsive reviews of Permit Holders' and individuals' practices • Complete implementation of recommendations from outsourced engineering in major projects inquiry • Issue reinstatements and permission to resume practice based on Members' competence/experience • Conduct random and responsive audits of members' CPD activities. 	<ul style="list-style-type: none"> • Number of practice reviews undertaken • Outcome of audits of members' CPD activities • Implementation of inquiry recommendations • Number of reinstatements and resumptions • Outcomes of practice reviews • CPD compliance • Number of cancellations 	Dir Prof Prac
<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 and regulations that restrict professional judgment 	<ul style="list-style-type: none"> • Provide advice on practice issues one-on-one and through articles and presentations • Review existing standards every 5 years and develop new standards when required. • Publish standards in hardcopy and on website • Monitor/provide feedback on development of codes, standards by others through representation groups through Safety Codes Council technical councils 	<ul style="list-style-type: none"> • Demand for standards • Number of guidelines/standards reviewed and updated • Number of new standards published • Input provided • Feedback received 	Dir Prof Prac Mgr Ed Serv

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<ul style="list-style-type: none"> • Support the work of Practice Standards by connecting the geoscience need for standards and volunteers with the PSC; • Making Members aware of their obligations dictated by demand side legislation and APEGGA standards. 	<ul style="list-style-type: none"> • Familiarize with COGEHv2, COGEHv3 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&3(3 is new and deals with unconventional hydrocarbons), Reservoir Evaluations, QI and Use of Seismic Data (new) • Seek input on other new APEGGA standards • Cooperate with U of C Geol. and 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 Members' obligations. 	Mgr Geo Aff

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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 Fed Gov't 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 EngCan BGE program 	<ul style="list-style-type: none"> • Gov't consults and values submissions • MPs contacted regularly 	Exec Dir

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Government Relations Provincial — Maintain the privilege of self-governance by ensuring that the gov't 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 Prov Gov't relations program at the ministerial and SPC level</p>	<ul style="list-style-type: none"> • Meet formally at least annually with Public Members • Host gov't receptions • Attend gov't events, economic development, political conventions • Meet regularly with key gov't Ministers and officials, make formal presentations as required • Maintain Health and Safety Partnership agreement with Alta. Human Resources and Employment. Publish H&S articles in PEGG • Table Annual Report in legislation • Support GR activities including MLA reception, sponsorships (, Science Alberta Foundation, ASTech Awards) • Communicate APEGGA success directly to MLAs and others as appropriate • Invite Gov't. representatives to Summit Awards®, AGM, Council Dinners 	<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 • Feedback 	<p>Exec Dir/Mgr EEL</p> <p>Mgr HR & PD</p> <p>Mgr Ed Serv Mgr Comm</p> <p>Exec Dir/Mgr EEL/Mgr Comm</p>
<p>Assist the AB Gov't to grow the Alberta Advantage</p>	<p>Maintain close contact with key AB Gov't officials</p>	<ul style="list-style-type: none"> • Respond to gov't initiatives – functions, trade missions, strategy sessions • Respond to requests for representation on Gov't. committees and task forces 	<ul style="list-style-type: none"> • Gov't consults with APEGGA and values input • Recommendations are implemented 	<p>Exec Dir</p>

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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 gov'ts.	<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 EEL, 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/staff reps
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

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Advocacy</p>	<p>Provide informed, balanced discussion on professional issues and technical issues affecting society (see priority) 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>	<p>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</p>	<p>The gov't seek comment from APEGGA APEGGA is seen to respond positively to gov't when asked for advice or assistance</p>	<p>Exec Dir/Mgr EEL/Mgr Comm,</p>
<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>	<p>Work more cooperatively with insurance brokers and underwriters. Provide seminars as demand dictates and continue to include in P to P Seminars Due to initial response from AB & other gov'ts and no current complaints from members, delay further proposals that Gov't legislation adopt proportional liability as a fairer way to apportion responsibility When appropriate to approach AB Govt, involve national bodies with the Fed gov't</p>	<p>Continue as is No seminars planned due to low demand. R&LM section of Permit seminar will be reevaluated in light of engaging member priority to increase professional role section. No activity currently planned</p>	<p>No. of complaints Attendance at seminars Positive seminar and article feedback Action taken with and by gov'ts</p>	<p>Exec Dir Mgr PD/Mgr CA&I/Mgr Ed Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>K - 12 Outreach Increase the number of students seeking careers in the professions in light of rapid growth and retirement of experienced members – with a focus on underrepresented groups</p>	<p>Excite kids, particularly the underrepresented groups of girls and Aboriginals, in Grades 1 – 6 about the maths and sciences and encourage them to enter our professions</p>	<p>Recognize well qualified teachers by providing 14 teachers with awards valued at \$2K each and provide recognition at an appropriate event – to be reevaluated.</p>	<p>Increase in the number & percentage of women and aboriginals in our university programs & professions</p>	<p>Mgr Mem Aff/Mgr Ed Serv/Mgr Comm</p>
		<p>Support teachers who want to improve their math and science teaching skills by providing \$24K for teacher PD through grants or program development with ATA – to be finalized</p>		<p>Mgr Mem Aff</p>
		<p>Expose kids to professionals by organizing in-class demos, science fairs, science nights, expand science olympics across the province, Rock & Fossil clinics</p>		<p>Mgr Mem Aff</p>
	<p>Encourage kids in Grades 7 – 12 to enter our professions</p>	<p>Support EngCan advertising and PR campaign aimed at parents.</p>		<p>Mgr Comm</p>
		<p>Have booths at career fairs and provide career brochures with links to the APEGGA,CEC and other sites.</p>		<p>Mgr Mem Aff</p>
		<p>Expand Seismic in Motion to include the Geophysicists role.</p>		<p>Mgr Geo Aff</p>
	<p>Provide additional support for Aboriginal kids in Grades 1 - 12</p>	<p>Provide mentors for aboriginal children at selected schools – initially elementary and growing into jr & sr high</p> <p>Develop a career brochure for Aboriginal youth.</p>		<p>Mgr HR & PD</p> <p>Mgr Mem Aff</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Encourage more welcoming environment for Aboriginals by improving member awareness of and attitudes toward the unique problems that Aboriginal graduates face when entering the workforce</p> <p>Partner with other organizations with similar goals</p>	<p>Provide sponsorship for Discover-E, Minds in Motion, Stones and Bones and others as appropriate</p> <p>Evaluate the continuation of series of articles on Aboriginal issues and on progress being made in attracting Aboriginal youth</p> <p>Formalize agreements with other organizations identified in 2008 outreach audit that focus on women and aboriginals.</p>		<p>Mgr Comm</p> <p>Mgr Ed Serv</p> <p>Mgr Mem Aff</p>

Uphold Members

<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>
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<p>Improve the success rate of immigrants integrating into our professions and becoming full professional Members. (See also Registration)</p>	<ul style="list-style-type: none"> • Facilitate the meeting of IEGs with potential employers • Facilitate IEG integration into the Canadian work place 	<ul style="list-style-type: none"> • Run “Job Finds” if demand dictates (none currently planned) • Build mentoring pool • Evaluate how best to use the “Working in Canada” module developed by EngCan • Build mentoring pool 	<ul style="list-style-type: none"> • Number of IEGs in mentoring pool 	<p>Mgr HR & PD</p>
<p>Ensure M.I.T.s integrate well into the professions and become full professional Members. (See also Registration)</p>	<ul style="list-style-type: none"> • Ensure that M.I.T.s have the information on the requirements for licensure, the experience, career advice and other direction they need • Carry on with the process of filling the soft skills gap between their degrees and industry’s needs 	<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 EngCan for ideas from others and share our successes 	<ul style="list-style-type: none"> • 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>

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<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>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 Geo Aff</p>
<p>Member Services Enhance the value of membership through the provision of services consistent with member needs and Council's guidelines</p>	<p>Provide an expanded and improved range of APEGGA-provided Member services</p>	<ul style="list-style-type: none"> • Continue to improve online resume referral service • Continue to improve the salary survey and ask the members through a member survey, what additional statistics would be relevant and/or of interest to them in their profession • Promote and advertise new and existing Member services and membership benefits in the PEGG and e-PEGG • Set up a feedback mechanism on-line 	<p>Increase the number of users by 5% Feedback</p>	<p>Mg Mem Aff</p> <p>Mgr Ed Serv</p>

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	Using the group buying power of 55,000 APEGGA members or the 170,000 members nationally provide an expanded and improved range of group-buy opportunities	<ul style="list-style-type: none"> • Monitor and improve local insurance programs • Evaluate and roll out new local group-buy opportunities as they arise • Support EngCan efforts • Continually evaluate existing group- buy agreements 	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 Mem Aff
<p>Image</p> <p>Members have positive image of themselves, their professions and APEGGA and are more inclined to get engaged.</p>	<p>Build member image by building public image of being respected and trusted</p> <p>Continue to expand opportunities for members to interact with the public</p> <p>Share info with members and the public through advertising and media advisories</p>	<ul style="list-style-type: none"> • Continue to use members for K-12 Outreach • Support the EngCan MP program • See Gov't Relations above under Lead Professions • Continue advertising in ASTech supplement, NEGW supplement and ads recognizing Summit Awards® winners and Council • Create NEGW insert in <i>Calgary Herald</i> and <i>Edmonton Journal</i> • 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, 	<ul style="list-style-type: none"> • Number of Member and student volunteers • Number of public at events • Number of Outreach events held • Member feedback determined through research and anecdotal reports 	<p>Mgr Mem Aff/ Exec Dir/Mgr EEL</p> <p>Mgr Comm</p>

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	<p>Ensure consistent application of brand strategy and visual identity in APEGGA corporate publications</p> <p>Support and sponsor organizations with similar objectives</p>	<p>NEGW events (including science olympics)</p> <ul style="list-style-type: none"> • Support EngCan advertising and PR program <p>Sponsorship of events and programs including , ASTech Awards, AAMD&C, AUMA, CSPG, CSEG, Canmore Museum and Geoscience Centre, Science Alberta Foundation, TELUS World of Science - Edmonton, TELUS World of Science – Calgary, University of Alberta and University of Calgary</p>		
<p>Member Accomplishments Build pride in the professions and the accomplishments of its members</p>	<p>Recognize excellence, significant achievements and key milestones in members' careers and publicize their accomplishments to other members and the public.</p>	<p>Continue with:</p> <ul style="list-style-type: none"> • Graduating Student Workshop and Ceremony • Member Induction Ceremony • Summit Awards ® • Life Member Dinner • Excellence in Education (although primarily for students & teachers to be reevaluated) <p>Provide PEGG coverage of each event.</p> <p>Issue news release announcing teacher award recipients and student award winners</p>	<ul style="list-style-type: none"> • Increased attendance at events • Minimum of 800 attendees at Summit Awards ® • Several nominees in most Summit Awards ® categories • Nominees receive EngCan awards • Nominees receive CCPG award 	<p>Mgr Mem Aff /Mgr Comm/MgrEdServ/Mgr Geo Aff</p>

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		<p>Ads recognizing the Summit Award® recipients and new Councilor.in <i>Calgary Herald</i> and <i>Edmonton Journal</i></p> <p>Continue to increase Summit Award® nominations by</p> <ul style="list-style-type: none"> • Providing details of each Summit Award® recipient in the PEGG during the call for nominations process and through much of the year • Providing effective call for nominations ads in PEGG • Enhancing online Summit nomination process/forms • Advertise in other publications • Encouraging Geo Comm to forward Geo nominations • Issue news release announcing Summit Award® recipients <p>Report on the business, academic and professional accomplishments of members in PEGG</p> <p>Appoint members to EngCan fellowships</p> <p>Nominate members for EngCan national awards</p> <p>Nominate members for CCPG national awards</p>		
<p>Value of Professional Licence Members and potential members recognize tangible value of and are</p>	<p>Build member value by getting stakeholders to recognize the</p>		<ul style="list-style-type: none"> • Number of members and cancellations 	<p>Mgr Ed Serv/Dir CA&I/Mgr Comm</p>

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<p>proud of their professional license.</p>	<p>tangible value provided by licensed professionals. Licensed professionals protect the public interest through skilled practice and ethical conduct; and through exercising high standards, good judgment and leadership. They are the only practitioners who can take responsibility.</p> <p>Use direct contact and the PEGG to communicate the message to internal stakeholders.</p>	<ul style="list-style-type: none"> • Continue with P to P seminars • Publish articles by Members under the "What's in it for me?" banner that outline the benefits of hiring a professional Member <p>See the Image section above</p>	<ul style="list-style-type: none"> • Percentage of eligible persons and companies licensed • Companies insist on their employees and contractors being licenced by APEGGA • Increase in the number of individuals and companies licensed • Members are invited by gov't and others to participate on boards and committees • Permit Holders partner with APEGGA on public initiatives • Feedback 	
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Provide Resources Needed

Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Staff Ensure the right staff are in the right places with the right skills and that we have the appropriate 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 staff who are performing well and if necessary terminating staff who are not “meeting expectations” • Create high performance - inducing environment and communicate expectations clearly to staff • Maintain job descriptions and tie to development dialogues • Recommend and implement a career growth and training plan that focuses training dollars at the most relevant needs and at succession planning 	<ul style="list-style-type: none"> • Establish an effective way to keep the job descriptions current and performance based • Continue with post-hire and exit interviews but create a new report and action plan as feedback for management • Reinforce the messages contained in the new Staff Manual through meetings and feedback tools on the new staff intranet. • Provide directly and or encourage attendance and use of the following <ul style="list-style-type: none"> ○ Departmental objectives and activities luncheon pres'ns ○ Member PD events ○ Internal staff training ○ Third party training ○ Staff Intranet 	<ul style="list-style-type: none"> • Staff turnover and trend • Employee satisfaction 	<p>Mgr HR & PD</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Volunteers Ensure we have volunteers with the appropriate skills and time and that we have the right policies in place to recruit, motivate, retain and reward them</p>	<p>Make volunteer management a part of all managers' evaluations</p> <p>Support and encourage geoscience Member participation in all committees</p> <p>Develop support system for all managers</p> <p>Provide more online support.</p>	<p>Work with other managers to fill their needs for Geos</p> <p>Evaluate other volunteer management systems and make recommendation</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>	<p>Volunteer Participation Volunteer satisfaction</p> <p>Geo representation</p> <p>Enhanced volunteer management support system approved</p>	<p>All Managers</p> <p>Mgr Geo Aff</p> <p>Mgr Mem Aff</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>	<p>Enhance our accounting reports and improve efficiency of operation as familiarization with new accounting system grows. See priorities re MMS</p>	<p>Reduced clerical time Better reports Better financial and member management Functionality requested is being used</p>	<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>	<p>See priorities, renovate Edm space</p>	<p>Clean, efficient and safe workplace</p>	<p>Mgr Admin</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Accounting, Finance and Management Reporting Ensure that the Association appropriately manages its financial affairs to facilitate the short and long term goals</p>	<p>Prepare clear concise budget with justification for increases and report against that budget regularly. Maximize the return on investments and cash Meet legal and audit requirements</p>	<p>Prepare preliminary budget in Oct with final approval by Council in Dec Prepare Quarterly Financial Reports for Finance Committee with recommendations for correction where necessary Monitor and recommend revisions to investment portfolio as required Monitor and optimize cash position Provide information openly for auditor and make revisions to meet their requirements where it is reasonable to do so.</p>	<p>Budget approved Income estimates met Investment income estimates met GAAP met</p>	<p>Mgr Admin</p>
<p>Communications Manage the tools that enable staff and Council to communicate and consult with Members on issues of importance in a timely fashion Provide strategic and tactical communications counsel and support for activities and the delivery of programs</p>	<p>Provide opportunity and mechanisms for timely information and feedback on all issues Integrate hard copy and electronic media effectively to take advantage of the synergy between the two One-on-one contact Permit Seminar (& feedback form) PEGG (Tabloid)</p>	<p>The following are activities planned for the respective communications tools. Continue as is Continue as is with modification as per engaging member priority Continue with articles/series of articles: What's in it for me? -Mgr MA Environment – Mgr PA Compliance – Mgr Comp Prof Dev Opps - Mgr HR & PD Discipline Decisions - Mgr PA Geoscience Affairs – Mgr GA Aboriginal Awareness – Mgr ES</p>	<p>Member feedback</p>	<p>All Mgrs Dir CA & I Mgr Ed Serv</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>PEGG (Online) e-PEGG e-PEGG Bulletin Branch e-Newsletters e-voting</p> <p>Website</p> <p>Member Forum</p> <p>Annual Report</p> <p>Online Surveys (operational or strategic and guidelines)</p> <p>Brand and Visual Identity</p> <p>Advertising</p>	<p>And consider articles on How to make a complaint – Mgr CA&I Rights, obligations and privileges of Life Members – Dep Reg</p> <p>Based on 57% of members surveyed in favour of conversion from tabloid to magazine, finalize recommendation and implications, including opting for e-publications only.</p> <p>Continue as is</p> <p>Continue greater differentiation from the PEGG.</p> <p>Continue as is</p> <p>Review process (see engaging members priority)</p> <p>Enhance and convert to .net platform (2008?)</p> <p>Evaluate continuing as requested service (for specific issues) rather than continuous open forum</p> <p>Complete alignment with ED's report to Council. Confirm readership and methods to enhance.</p> <p>Council may need some or all of these tools to finalize its work on the strategic priorities.</p> <p>Monitor print publications for</p>		<p>Mgr Ed Serv/Mgr Comm</p> <p>Mgr Comm</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Research</p> <p>White Papers</p> <p>Corporate speeches and PowerPoint presentations</p> <p>Content and editing of external print material</p> <p>Graphic Design of print material</p>	<p>consistency</p> <p>Develop and implement ad strategy and ads to support EngCan national ad and PR campaign, programs (Outreach, NEGW, Summit Awards®, Council, compliance, government relations, public awareness)</p> <p>Coordinate use of consultants or internal resources to measure attitudes of various audiences on issues as they arise</p> <p>Provide research, content and editorial assistance</p> <p>Provide designs that meet visual identity guidelines and enhance effective communications</p>		