

APEGGA Business Plan 2010



Sept 2009

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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 directs 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.

The business plan has been built around Council's one year strategic priorities, staff's one year operational priorities and the following broad strategic themes that reflect core and ongoing activities;

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.

While recognizing that these broad themes all lead to building value in APEGGA with our stakeholders. The plan finishes with a section on the support resources that are necessary to carry out these activities.

Council's strategic priorities for 2010 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. Assess legislation that may be preventing APEGGA from appropriately regulating some areas of practice
4. Increase engagement of members.
5. Improve the performance of the national bodies and the relationship between them and the constituent members.

Staff's operational priorities for 2010 are:

1. Complete Phase III implementation of the Member Management System.
2. Complete evaluation and implementation of a document management system.
3. Work with AB Gov't to implement revised legislation.
4. Retain a reliable supply of skilled labour over the long term

2010 will see ongoing activity to enhance mobility, to increase the geoscience licensure rates, to increase the engagement of members and to finish off the IT enhancements begun in 2007. ASET's move under the EGGP Act will be implemented. The performance of and relationship with national bodies is a new strategic priority and the lack of skilled labour will be elevated to a staff priority. Four issues - work done outside AB for AB, EGGP Act vs other legislation, the parties are in different jurisdictions and securities commissions - have been consolidated under one item referred to as assessing legislation.

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Strategic Priorities for 2010

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>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.</p> <p>Theme: Regulate the Practice and Build Value in APEGGA</p>				
	Canada			
	<p>Develop a national licensing system</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>All jurisdictions use the PPE</p>	<p>Through SLG, provide resources to recommend national licensing system options.</p> <p>Through SLG and Adm Off 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>Continue to work with PEO and OIQ to</p>	<p>Best option identified.</p> <p>New form is approved</p> <p>More uniformity of policies and practices across the country</p> <p>Refinements made to db.</p> <p>PEO & OIQ join the</p>	<p>ExecDir</p> <p>ExecDir/DepReg/Dir Reg</p> <p>Dir Reg</p> <p>ExecDir/Exam</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	administered by APEGGA	convince them to use the national exam	other 12 jurisdictions using the national PPE	Consultant
	US and International			
	Independently and with CCPE continue to promote with US legislators that P.Eng. = P.E. Expand the work to include P.Geos. Support US states who are adopting the reciprocity standards previously set in NAFTA agreement as "registration plus 8" Make AB govt. aware of concerns with int'l agreements Enhance the recognition of credentials of IEGs	Maintain contact with US Gov't officials and state boards, NCEES, ASBOG, AIPG, PNWER and other forums Monitor any initiative by government to recognize IEGs Board undertakes review of data provided by IIDD. Continue to offer the FE exam to AB grads and to foreign trained applicants Review agreement with Malaysia (and others?) proposed by Eng Can	10 US states have authority to license P.Eng.s without exams Govt takes into consideration our concerns Enhanced recognition for some schools. Number of grads and exam candidates writing the FE Decision made wrt Malaysia (and others?)	Exec Dir ExecDir Dir Reg Exam Consult Dir Reg
2) Increase the rate and number of licensed geoscientists. Themes: Regulate the Practice and Build Value in APEGGA.	See ongoing work of Compliance and Permits		Increase in rates of licensure	Dir Corp Aff & Investigations/ Dir Compliance
	Monitor the demographics of the geoscience community	Report at each Council meeting		Mgr Geo Affairs

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	<p>Support the work of Compliance by promoting the legal requirements and the benefits of licensure to the geoscience community</p>	<p>Continue with a sustained campaign to encourage licensure of geoscientists. Plan includes Permit holders/corporate leaders, regulators, 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>Promote with TSX, TSX-V, AEUB, AE & ASC the need for only licensed practitioners to submit report</p> <p>Entrench in the undergrad programs a 4th year course on practicing the professions. Introduce the new Geo Prof and Ethics learning module.</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 in place organizational plans to move towards full licensure of geoscientists working for their organizations.</p> <p>Student-focused initiatives continue with professional development course developed and being implemented. Alberta geoscience professors and department heads have been enlisted to</p>	<p>Pres/ED/Mgr Geo Affairs</p> <p>CCPG/Pres/ED/Mgr Geo Affairs</p> <p>Mgr Geo Aff/Mgr Comm</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>Enhance partnerships with groups such as CSEG and CSPG through sponsorships including: C3GEO, KISP, Honorary Address, Doodle Train, Stones and Bones, Seismic in Motion</p>	<p>communicate the value and importance of registration to students.</p> <p>Liaison/partnership with geoscience learned societies improved.</p>	<p>Mgr Comm/Mgr Geo Aff</p>
	<p>Support the work of Registration by providing info to geoscience Members on the registration criteria and process and on working in other jurisdictions;</p>	<ul style="list-style-type: none"> • Assist in the development of brochure and website for Geo applicants and Members that address benefits of licensure, the criteria and the process • Working with the Prof Licensee (Geo.) Screening Committee to develop standards. 	<p>New registration criteria & information created.</p>	<p>Mgr Geo Aff</p> <p>Mgr Geo Aff/Mgr Comm</p>
	<p>Support the work of Communications by working closely with them on development of promotional material</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 • History • New licensure opportunities due to 1A2A <p>Continue focused advertising to non-compliant Geoscience community by developing ads for CSPG, CSEG, CWLS publications and others.</p>	<p>Members understand why & when a license is req'd</p> <p>Members feel more affinity to APEGGA due to a long history</p> <p>The professional ladder for the Geosciences is clear to Members</p>	<p>Mgr Comm/Mgr Geo Aff</p>
	<p>Support the work of Outreach by taking the lead on K-12</p>	<p>Continue with enhanced Seismic in Motion and expand Honorary Address</p>		<p>Mgr Geo Aff</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	student development	to Edmonton.		
	Involve more geoscientists in APEGGA's professional development seminars	Work cooperatively to (1) include Geo PD topics at Conference; (2) partner with CSEG and CSPG on PD initiatives.	No. of PD seminars that are inclusive of geos' areas. No. of geos attending APEGGA's PD seminars.	Mgr. HR/PD & Mgr Geo. Aff.
3) Assessing legislation that may prevent APEGGA from appropriately regulating some areas of practice Theme: Regulate the Practice	<p>Seek to understand why the Act does not allow APEGGA to regulate practice outside the province even though the work is destined for Alberta.</p> <p>Seek to clarify who has jurisdictional authority where owner, property, consultant and stock exchange are in different jurisdictions.</p> <p>Seek consensus on whether APEGGA should have taken action wrt CNRL. and whether the sanctions under OHS were adequate.</p> <p>Build awareness of the inconsistencies between APEGGA's and the Securities Commissions' standards.</p> <p>Ensure there is clarity surrounding who should be regulated</p>	<p>Following a discussion paper presented to Council in Sept 09 continue the discussion through the strategic planning process</p> <p>Work with CCPG to resolve the issue and who is carrying the ball with each commission.</p> <p>Encourage govt to approve leg change passed by members in 2004 that mirrors OIQ's provisions</p>	<p>Council reaches consensus on these issues at Strategic Retreat</p> <p>ASC recognizes only APEGGA licensed people</p> <p>Govt approves change</p>	<p>Strategic Planning Committee/Council</p> <p>ExecDir/Pres/MgrGeoAff</p> <p>ExecDir</p>
4) Engage Members. They do not	Conduct more face-to-face	<ul style="list-style-type: none"> Ramp up the number of President's 	No. of complaint	Pres/ExecDir

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>internalize or personalize the standards developed by APEGGA. They do not recognize the tangible value of membership and relevance of APEGGA in the success of their careers</p> <p>Themes: Regulate the Practice, Build Value in APEGGA.</p>	<p>meetings between senior APEGGA officials and senior members</p> <p>Continue with more articles and promotional pieces.</p> <p>Evaluate new online networking tools</p>	<p>visits to senior corporate officials.</p> <ul style="list-style-type: none"> • Ramp up the geoscience visits to senior practitioners/official. • Begin to engage Councilors in meetings with senior corporate officials by familiarizing them with the key issues through preparation of a script. • Continue with communications activities that 1) emphasizes the obligation to report unlicensed practitioners, improper use of title, unskilled practice and unprofessional conduct; and that anonymity is possible for compliance cases • Continue with regular series of articles in the PEGG on professional practice matters in general and on ethics/discipline matters specifically • Determine how communications with Members, especially post-secondary students, MITs and recently licensed professionals can be integrated into overall Association social media practice and policies • Enhance “What’s in it for me?” PEGG article series with higher level issues • Develop “What’s in it for me?” print piece and Branch support materials. • Promote nominations for Summit Awards® and Summit Awards® 	<p>reports by members</p>	<p>Pres/ExecDir/MgrGeo Aff Pres</p> <p>Dir Compliance/ Dir Prof Prac/Mgr Comm/MgrEdServ</p> <p>Dir Prof Prac/Mgr, Ed Serv.</p> <p>Mgr Comm</p> <p>MgrEdServ</p> <p>MgrComm</p> <p>MgrMA</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<ul style="list-style-type: none"> recipients. • Promote PD and mentoring prog. 		Mgr HR/PD
5) Improve the performance of the national bodies and the relationship between them and the constituent members	Support the Eng Can Synergy Task Force and the Strategic Planning Task Force	Provide input directly as required and through SLG	New structure and governance model is likely.	Pres/ExecDir

Operational Priorities for 2010

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

Goals	Strategies	Actions	Measurables/Targets	Responsibility
1) Improve our ability to manage Member information and to access member information from other associations	Continue to enhance new MMS with new modules	Implement online applications in conjunction with document mgmt project.	Online apps complete	MgrAdmin/ DirReg
	Speed up inter-association transfer by using national db	Provide EngCan with feedback.	Feedback and refinements complete.	Dir Reg
2) Improve electronic access to documents	Limit initially to applications and member files and then expand to include other doc that many staff need access to.	Finalize supplier evaluation, purchase and install	Facilitate online applications. Reduced file space. Increased ease of reviewing files.	MgrAdmin/ DirReg
3) Implement legislative revisions Implement the 1A2A regulatory model	Partner with ASET to plan the implementation of new model	Develop the Terms of Reference for the highest priority joint regulatory boards.	TORs are approved and Members appointed.	Dep Reg
		Develop a communications strategy to members that will provide examples that clarify what "routine application,	Members support the scopes of practice for the P.Techs.	MgrComm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
		<p>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>Sister Associations increasingly support this initiative.</p> <p>An increase in P.Tech.(Geo.) and Prof Licensee (Geo.) Members.</p>	<p>ExecDir</p> <p>MgrGeoAff/MgrComm</p>
Implement the conversion to P.Geo. designation	Move forward on implementation subsequent to approval by govt. Approval may not occur until late 2010.	Revise logo, letterhead, promotional materials to members, publications, lapel pins etc with new name. Where appropriate, replacement schedule to coincide with need to replace old stock.		MgrComm
<p>4) Retain a reliable supply of skilled labour over the long term. Outreach was originally identified by staff for operational improvement but is now driven equally by the need to maintain supply of labour.</p> <p>Theme: Lead Professions & Uphold Members.</p>	<p>Maintain accurate statistics</p> <p>Encourage more Albertans to enter the professions, with focus on women and aboriginals</p>	<p>Executive Director to continue to co-chair PNWER committee</p> <p>COO to continue on Engineers Canada’s TF that will update the nat’l & local supply/demand data .</p> <p>Review AE & I supply/demand model as appropriate</p> <p>Revise APEGGA’s study as appropriate</p> <p>See Outreach Program</p>	<p>All stakeholders are on the same page with regard to the supply/demand situation.</p> <p>Long term growth in women and aboriginals in the professions</p>	<p>ExecDir/COO</p> <p>COO/MgrMA</p>

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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
1) Retain a reliable supply of skilled labour over the long term. Theme: Uphold Members.	Monitor	See staff priorities above	Long term growth in women and aboriginals	DirIA/MgrMA/Mgr HR/PD
2) Maintain standards in the face of retirements, the influx of internationally educated graduates and the pace of change. Theme: Regulate the Practice.	Monitor the government's activities wrt trade agreements with other countries	Exec Dir to monitor any initiative by government to recognize IEGs (see also Mobility under strategic initiatives)	Govt takes our advice.	Dir IA
3) In light of the govt's changes in the health profession, retain the privilege of self-governance. The govt's understanding of APEGGA's role is important but difficult to maintain with changes in elected officials. The relationship with elected officials and bureaucrats is an important component of APEGGA's image as a senior professional regulator. Theme: Lead the Professions.	Monitor govt activity	Maintain close liaison with and respect of government officials through current government relations program. Encourage involvement in Engineers Canada's bridges program with MPs.		Exec Dir/Mgr EEL/Mgr Comm
4) The public does not understand the importance of the professions to society. As a result the image is low.	Continue with mass advertising.	Continue with outdoor billboards and other forms of media advertising, as appropriate, in Alberta.	Positive feedback from members and the public	Mgr Comm

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Themes: Build Value in APEGGA and Uphold Members.</p>				
<p>5) APEGGA will provide sufficient leadership on key public interest issues</p> <p>Themes: Build Value in APEGGA and Uphold Members</p>	<p>Address important issues where our involvement will contribute to the public's understanding of the issues and to positive solutions</p>	<p>The Environment Committee and the PIIC to coordinate a statement with regard to APEGGA's position on climate change with focus on adaptation rather than mitigation.</p> <p>The Environment Committee to expand the discourse to encourage debate on the impacts of a carbon-limited future.</p> <p>Evaluate the use of social networking sites as a vehicles for discourse on these and other issues.</p>	<p>Positive feedback from members.</p>	<p>Pres/ExecDir</p>
<p>6) Maintain and improve voter turnout, if possible. Improvements to the online system in 2009 have returned voter turnout to historical levels. Most/many other associations have similar participation rates.</p> <p>Themes: Regulate the Practice and Build Value in APEGGA.</p>	<p>Monitor.</p>	<p>Staff to evaluate effectiveness of the changes in 2009, make corrections where necessary for 2010 and monitor results of 2010 election.</p> <p>Emphasize the need to vote during visits with senior managers.</p>	<p>Turnout remains at or greater than 17.6%.</p>	<p>DepReg</p> <p>Pres/ExecDir</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Electronic Seals – Provide enhanced public protection regarding authenticity of electronically-stamped documents.</p>	<ul style="list-style-type: none"> • Create a direct link between a member’s digital signature / electronic seal and the member’s registration status based on the requirement for an exclusive APEGGA issued seal for all electronically-transmitted documents. 	<p>Implement a certificate-issuing process for documents bearing a valid APEGGA electronic seal.</p>	<p>Operational electronic seal/digital signature system.</p>	<p>Dir Prof Prac</p>
<p>Immigrants - Facilitate the integration of IEGs into the professions (See also Professional Development under Upholding Members)</p>	<ul style="list-style-type: none"> • Improve the flexibility of evaluation methods and rules while maintaining admission standards • Improve help provided to IEGs • Improve the understanding of the licensure requirements 	<ul style="list-style-type: none"> • Complete implementation of the recommendations from the Board of Examiners Task Force. • Hire a new full time IEG Integration Liaison Officer to act as a point of contact to help IEGs navigate the licensing process and to provide information on appropriate gov’t, ISAs and other agencies • Continue to provide mentoring to meet needs of IEGs • Continue to provide targeted PD for IEGs • Continue to deliver lectures to Immigrant Servicing Agencies’ clients • Review and revise content and format of Registration documents 	<p>Reduce number of withdrawn exam candidates and students</p> <p>Number of enquiries made to IEG Integration Liaison officer</p> <p>Number of attendees Number of presentations given</p>	<p>Dir Reg</p> <p>MgrHR/PD</p> <p>MgrHR/PD</p> <p>Dir Reg</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Permits —The work done by companies practicing in Alberta meets the standards of the professions with respect to ethics, accountability and quality.</p>	<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 	<ul style="list-style-type: none"> • Number of permits issued 	<p>Dir CA&I/Mgr Admin</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
<p>Compliance Work toward achieving 100% compliance with the licensing and right to title provisions of the Act for both individuals and corporations</p> <p>Reduce file resolution time.</p>	<p>Hire consultant to review compliance objectives, strategies, activities and organization with a view to improving effectiveness and efficiency.</p> <p>Current strategies to identify and reduce violations are to:</p> <ul style="list-style-type: none"> • Increase public & Member awareness of requirements • Use staff, members and the public as eyes and ears • Focus on Geoscience communities <p>Current strategies to resolve files are:</p> <ul style="list-style-type: none"> • Optimize the use of Compliance staff, Enforcement Review Committee Members, legal counsel and paid investigators • Use of Decision Making Process to resolve practice issues • Resolve thru mediation as much as possible • Resolve thru legal action when mediation fails 	<p>Review consultant's recommendations and implement where appropriate</p> <p>Current activities to increase awareness are:</p> <ul style="list-style-type: none"> • Site visits (increase) • Attendance at trade shows (increase) • Yellow Pages advertising • Develop and implement advertising strategy for specific audiences to encourage the hiring of professionals <p>Current sources of potential violators include</p> <ul style="list-style-type: none"> • List of members from other Associations living in AB • Member database • Media monitoring • <i>Alberta Gazette</i> • Member and Public complaints • Career advertisements • Yellow Pages advertising • Delinquent Permits to Practice • Directories and Trade Bulletins • Trade Shows <p style="text-align: center;">17</p>	<p>Increase new permits and new individual licences and the resolution of title and other holding out violations by 15% over 2008.</p>	<p>Dir Compl</p> <p>Dir Compl/Mgr Comm</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 Finalize the implementation of the changes in the investigative process that have been instituted to improve effectiveness & efficiency	<ul style="list-style-type: none"> • Number of complaints received • Number of media report events considered • Number of complaints mediated • Number of complaints referred to investigation • Number of Discipline Committee Orders issued • Number of complaints referred to discipline • Time taken • Feedback received 	Dir CA&I
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 • Issue reinstatements and permission to resume practice based on Members' competence/experience • Conduct random and responsive audits of members' CPD activities. 	<ul style="list-style-type: none"> • Number of practice reviews undertaken • Outcome of audits of members' CPD activities • Number of reinstatements and resumptions • Outcomes of practice reviews • CPD compliance • Number of cancellations 	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 new standards when required • Review existing standards every 5 years • Provide advice verbally, by writing articles, by making presentations and by publishing paper and online versions of the standards • Provide input to others on the development of their standards and challenge codes and regulations that restrict professional judgment 	<ul style="list-style-type: none"> • Develop a new standard for Determining the Need for Professional Involvement in Outsourced Geoscience. • Review appropriate standards that were published in 2005 or earlier. • Monitor/provide feedback on development of codes, standards by others through representatives on Safety Codes Council technical councils 	<ul style="list-style-type: none"> • Demand for standards • Number of guidelines/standards reviewed and updated • Number of new standards published • Input provided • Feedback received 	Dir Prof Prac

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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
	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 10	Exec Comm
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</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 • Participate in performance review of Eng Can (see priorities) 	<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 cooperatively with insurance brokers and underwriters.</p> <p>Provide seminars as demand dictates and continue to include in P to P Seminars</p> <p>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</p> <p>Have been offering one annual 2-day seminar on risk management and one on loss management.</p> <p>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</p> <p>Mgr PD/Mgr CA&I/Mgr Ed Serv/MgrHR/PD</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 20 teachers with awards valued at \$2K each and provide recognition at Excellence in Education event. Ensure aboriginal schools are on the promotions list.</p>	<p>Increase in the number & percentage of women and aboriginals in our university programs & professions</p> <p>Growth in aboriginal members</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. Ensure aboriginal schools are on the promotions list.</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>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>Provide additional support for Aboriginal kids in Grades 1 - 12</p>	<p>Expand Seismic in Motion to include the Geophysicists role.</p>		<p>Mgr Geo Aff</p>
		<p>Provide mentors for aboriginal children at selected schools – initially elementary and growing into jr & sr high including referrals to summer science camps</p> <p>Develop a career brochure for Aboriginal youth hopefully in</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 identified in 2008 outreach audit with similar goals for women and aboriginals</p> <p>Increase funding for outreach and student support through other organizations</p>	<p>conjunction with national initiative.</p> <p>Provide sponsorship for Discover-E, Minds in Motion, Stones and Bones and TSAG 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>Start by finalizing the agreement with ASLA on in-class presentations. Evaluate one other partner.</p> <p>Implement APEGGA Education Foundation Fundraising (FR) Plan.</p> <ul style="list-style-type: none"> • Hire FR expert – research, feasibility study, case doc • Review feasibility study and implement the following as appropriate <ul style="list-style-type: none"> ○ Hire contract support employee ○ Recruit and train volunteers ○ Produce promo material ○ Acquire FR software ○ Call on selected senior members 	<p>Agreements signed with ASLA and one other org</p> <p>Increase in annual donations to at least \$500,000 over 5 years. Increase in outreach funding and number of scholarships/bursaries.</p>	<p>Mgr Comm</p> <p>Mgr Ed Serv</p> <p>COO/Mgr Mem Aff</p> <p>COO</p>

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Goals	Strategies	Actions	Measurables/Targets	Responsibility
	Work cooperatively with the AB Govt on a strategic approach to outreach	<ul style="list-style-type: none"> ○ Continue to put mailer in dues invoice begun in 09. Encourage govt to be more strategic with its science outreach sponsorships as result of its funding agencies review. Encourage development of provincial website for science outreach. 	<p>Agreement reached with AE and AAE&T</p> <p>Website approved</p>	COO

Uphold Members

Practice Standards To assist members with the practice of their professions	See practice standards strategies, actions under Regulate the Practice	<ul style="list-style-type: none"> • Provide practice advice • Refer Members to standards 	<ul style="list-style-type: none"> • Members' responses to assistance received • Feedback on the value of the standards. 	Dir Prof Prac
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<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) • Continue to run seminars by Lionel Laroche • 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/MgrHr/PD</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 • Continue to write or facilitate the writing of articles on PD and the mentoring program • 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> <p>MgrHR/PD</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
	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, NEGM supplement and ads recognizing Summit Awards® winners and Council • Create NEGM 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, , NEGW events (including science 	<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>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 • EngCan Fellowship Award banquet <p>Provide PEGG coverage of each event.</p> <p>Issue news release announcing teacher award recipients and student award winners</p> <p>Ads recognizing the Summit Award ®</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>recipients and new Councilors 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 • Encouraging Geo Comm to forward Geo nominations • Issue news release and backgrounders announcing Summit Award ® recipients <p>Report on the business, academic and professional accomplishments of members in PEGG</p> <p>Nominate members for EngCan & CCPG national awards</p>		
<p>Value of Professional Licence Members and potential members recognize tangible value of and are proud of their professional license.</p>	<p>Build member value by getting stakeholders to recognize the tangible value provided by licensed professionals. Licensed professionals protect the public interest through skilled practice and ethical</p>	<ul style="list-style-type: none"> • Extend creative of APEGGA “We make a difference” print, outdoor, airport and radio ads 	<ul style="list-style-type: none"> • Number of members and cancellations • Percentage of eligible persons and companies licensed • Companies insist on 	<p>Mgr Ed Serv/Dir CA&I/Mgr Comm</p>

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	<p>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"> • Use new Engineers Canada print ads in support of the national communications campaign • 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>	<p>their employees and contractors being licenced by APEGGA</p> <ul style="list-style-type: none"> • 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
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	Make volunteer management a part of all managers' evaluations Support and encourage geoscience Member participation in all committees Develop support system for all managers Provide more online support.	Work with other managers to fill their needs for Geos Evaluate other volunteer management systems and make recommendation 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.	Volunteer Participation Volunteer satisfaction Geo representation Enhanced volunteer management support system approved	All Managers Mgr Geo Aff Mgr Mem Aff Mgr Admin
Information Technology Facilitate the management of the association, enable a positive e-business relationship with members and project the image of being technologically progressive	Ensure that we have the appropriate technology in place and that it is maintained and enhanced	See priorities re MMS & Doc Mgmt Also enhance disaster relief with off-site data storage	Reduced clerical time Better reports Better financial and member management Functionality requested is being used	Mgr Admin
Facilities and Equipment Attract and retain employees, enable effective and efficient operations, project the appropriate image for the professions and allow for growth	Provide the appropriate facilities and equipment	Replace the telephone system switch	Clean, efficient and safe workplace	Mgr Admin

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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</p> <p>One-on-one contact Permit Seminar (& feedback form) PEG (magazine)</p> <p>PEGG (Tabloid) PEG (Online) e-PEGG, e-PEGG Bulletin & Branch e-Newsletters e-voting</p> <p>Website</p>	<p>The following are activities planned for the respective communications tools.</p> <p>Continue as is Continue as is with modification as per engaging member priority Begin publishing magazine as replacement for tabloid Jan 09 edition Discontinue Publish magazine online in its entirety Migrate some PEGG content to e-publications. Revise as appropriate based on 2009 feedback Enhance and convert to .net platform</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>Member Forum</p> <p>Annual Report</p> <p>Online Surveys of Members (operational or strategic and guidelines)</p> <p>Research</p> <p>White Papers</p> <p>Corporate speeches and PowerPoint presentations</p> <p>Content and editing of external print material</p> <p>Graphic Design of print material</p> <p>Social Media</p>	<p>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>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> <p>Develop guidelines and practices for strategic and tactical use of social media to support Associations programs and initiatives</p>		<p>Mgr Ed Serv/Mgr Comm</p> <p>Mgr Comm</p>