

Introduction

As part of the strategic planning undertaken by Council, an updated Strategic Plan is being prepared. Input and insights from Members and other stakeholders will be important influences as the following consultation draft of the Strategic Plan is shaped into the final Strategic Plan, which will be approved by Council in June 2005. Please take some time to read over the document and provide your feedback on the form provided or on our website - www.apegga.org.

The ultimate purpose of the 2005 Strategic Plan is to distill Council's thinking about the long-term future – ten years hence – so that decisions and actions during the next year or two will consistently move APEGGA towards long term goals. A well-constructed Strategic Plan should answer the following questions, in clear and straightforward terms:

1. In ten years, what do we want our professions and our Association to look like?
2. Along the way, what are the most important opportunities to be pursued and what are the most pressing threats to be countered?
3. In the next year or two, what are the highest priority actions to be taken?

Do you buy into the Strategic Vision proposed in this consultation draft of the Strategic Plan? Can you suggest improvements? Does the document highlight the most significant issues facing the professions? Among the proposed tactics, which are the highest priorities deserving immediate action?

We look forward to receiving your feedback and thank you in advance for your participation.

The Strategic Planning Task Force
Dave Chalcroft, P.Eng.
Chrys. Dmytruk, P.Eng.
Barbara Howes, P.Eng.
Ian McIlreath, P.Geol.
Larry Ohlhauser, M.D.
Larry Staples, P.Eng., Chair
Linda Van Gastel, P.Eng.
Neil Windsor, P.Eng.

A. Overview

The practice of engineering, geology and geophysics in Alberta is governed by *The Engineering, Geological and Geophysical Professions Act*. The Association of Professional Engineers, Geologists and Geophysicists of Alberta (APEGGA) is mandated to administer the *Act* as a self-governing body on behalf of the Alberta Government. As a professional association, APEGGA also has a responsibility to its Members, which goes beyond the regulatory role.

Changes in society, in the regulatory environment, in the expectations of the public, and in the expectations of Members, all necessitate that plans be in place to address and deal with these factors. This document identifies the strategic directions for APEGGA during the next ten years. The strategic plan provides a road map which will be reviewed annually, and modified appropriately, to enable APEGGA to discharge its obligations.

Strategic planning has been ongoing within APEGGA and this document is a continuation of the process. Input to this document was received from individual Members, from participants at Member forums and branch meetings, from external stakeholders, through comments via the APEGGA website and reactions to articles in *The PEGG*. All comments are appreciated and will be considered by the Task Force.

How this new Strategic Plan fits into the APEGGA management process, and how it will be reviewed and revised, is illustrated below.

Mission

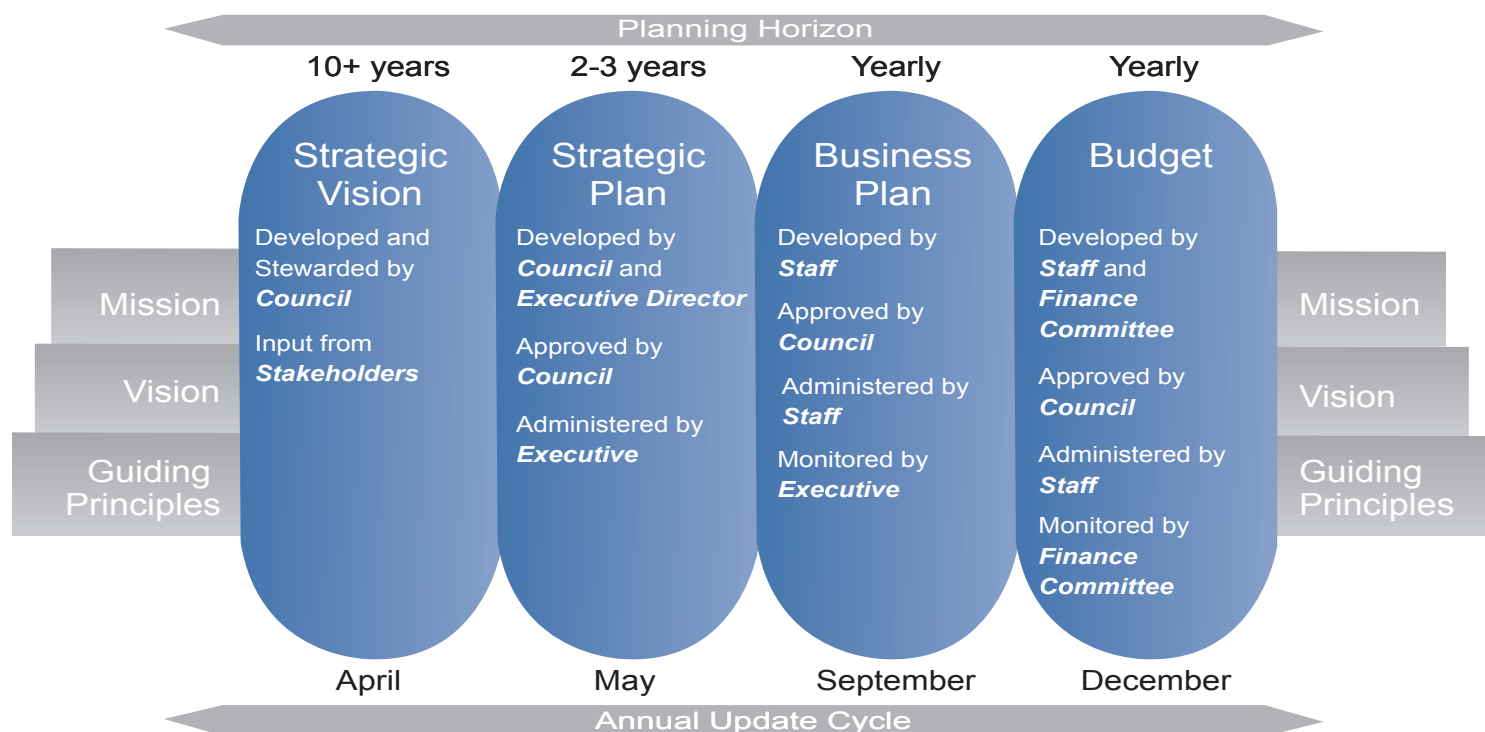
To *serve the public interest*:* by regulating the practice of engineering and geoscience in Alberta; by providing leadership for our professions; and by *upholding* our Members in their professional practices.

Vision

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

**The first use of key terms is italicized. Key terms are defined at the end of the document.*

Development and Management of Strategy



Guiding Principles

APEGGA and its Members are guided by the following principles:

Public Interest:	the protection of the public is paramount in all that we do.
Professionalism:	skilled and ethical practice is provided by our Members.
Contribution:	<i>value</i> is delivered to our <i>stakeholders</i> .
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 the public.

B. Issues Facing the Professions During the Next 10 Years

Based upon feedback from the professions, issues can be summarized under four main themes:

Regulate Practice

- Maintaining the privilege of self-governance
- Continuation of right to title and exclusive scope of practice
- Licensing of para-professionals, international graduates, emerging disciplines, and those with non-traditional training
- Strong national organizations (e.g., CCPE, CCPG)
- Globalization and mobility
- Unlicensed practice and enforcement
- Societal trend to competency-based licensure

Lead the Professions

- Proactive leadership on professional and societal issues, not just reactive advice on initiatives by others
- Importance of engineering and geoscience to society
- Governance processes, adoption of best practices, and more Member participation

Uphold Members

- Public image of Members and of APEGGA
- Member recognition of the tangible value of membership
- Differentiation of value of hiring a professional compared to a non-professional
- Continuing professional development

Communicate and Consult

- Consultation with Members and stakeholders
- Two-way communication
- Effective stakeholder engagement
- Be mindful of the wishes of the majority but also consider minority views

C. Strategic Goals and Outcomes

To address the issues facing the professions in the next 10 years, four Strategic Goals set long-term direction. The Outcomes describe vital aspects of the successful achievement of the Goals.

Goal 1: Regulate the practices of engineering and geoscience effectively and efficiently

- Outcome 1A:** We earn the continuing confidence of the public, the government, and our Members by being a fair, balanced and transparent regulator.
- Outcome 1B:** Our Members understand and internalize the standards and values of their professions, and conduct their individual practices accordingly.

Goal 2: Lead the professions

- Outcome 2A:** We are proactive in providing the professions' perspectives on matters that are of importance to society.

Outcome 2B: We are recognized as the go-to expert organization for professional matters.

Outcome 2C: We use best practices for effective governance and stewardship of the Association.

Goal 3: Uphold Members in their professional practices

Outcome 3A: Our Members respect and trust APEGGA, and value their membership.

Outcome 3B: We attract the best and brightest to the professions.

Outcome 3C: Clients and employers recognize that our Members are essential contributors to their success.

Outcome 3D: We understand and address Member needs related to their practice as professionals.

Goal 4: Communicate and consult effectively

Outcome 4A: Our Members are informed and engaged, and are ambassadors for their professions.

Outcome 4B: Our stakeholders appreciate the value created by Members.

Outcome 4C: We value and seek input from Members and stakeholders.

D. Key Tactics

To ensure the successful achievement of the four Strategic Goals, actionable Tactics are outlined:

Goal 1: Regulate the practices of engineering and geoscience effectively and efficiently

- Tactic 1A:** Seek national standards for regulation of the professions.
- support the work of CCPE, CCPG, and other national organizations
 - promote national and international mobility
- Tactic 1B:** Be a fair, balanced, and transparent regulator.
- Tactic 1C:** Build a strong culture of professionalism among Members.

Goal 2: Lead the professions

- Tactic 2A:** Enhance society's understanding of issues:
- by identify trends and issues
 - by preparing position papers
- Tactic 2B:** Assess best practices for effective governance and stewardship by benchmarking.
- Tactic 2C:** Provide leadership to, and participate in, provincial, national, and international organizations.

Goal 3: Uphold Members in their professional practices

- Tactic 3A:** Enhance the value of membership.
- Tactic 3B:** Differentiate the value provided by professional Members versus unlicensed practitioners.
- Tactic 3C:** Promote science and technology.
- Tactic 3D:** Raise awareness of the challenges and rewards of a professional career.

Goal 4: Communicate and consult effectively

- Tactic 4A:** Foster positive relationships with governments.
- Tactic 4B:** Consult with Members and incorporate input appropriately.
- Tactic 4C:** Use most appropriate communication technology available.
- Tactic 4D:** Seek diversity of opinions to ensure full understanding.
- Tactic 4E:** Promote an understanding of the contributions that Members make that enhance society's quality of life.

E. Strategic Vision

When the strategic goals are successfully achieved, then the following will be true of APEGGA:

Regulate Practice

We will have succeeded in our strategic objective to regulate in the public interest when our regulatory processes are effective, fair, and transparent, and when the public is confident that APEGGA assures skilled and professional practice of the EGG professions. We will be recognized as an enlightened regulator, adapting to changing demographics without compromising our mission, so that the public is protected while facilitating an adequate supply of highly-skilled and ethical professionals. We will have created a vibrant, unmistakable culture within the professions, such that our Members have internalized individual self-regulation, and are effectively guided by their internal compass rather than external rules.

Lead the Professions

We will have achieved our strategic objective of leadership of the professions when policy decision-makers look to APEGGA for balanced perspective and advice in an increasingly technological world. A significant number of our Members will embrace the challenge of personal leadership in society, for instance by accepting leading roles in the community. Stakeholders and other regulators will acknowledge APEGGA as an international expert in professional practice, the go-to organization for matters of professionalism and regulation. Our stewardship of our self-regulating organization will be recognized as exemplary, both by the membership and stakeholders.

Uphold Members

We will have achieved our strategic objective of upholding our Members in their professional practices when they recognize that APEGGA provides both the essential framework and valuable tools for a successful professional career. Employers, clients, and the public will recognize and respect EGG professionals as essential contributors to their economic or organizational goals. The positive image earned by APEGGA and our Members will attract the best and brightest young people, who are the ultimate future of the engineering and geoscience professions.

Communicate and Consult

We will have achieved our strategic objective of communicating and consulting when practitioners, students, and immigrants desire to belong to the Association because of the tangible value, prestige, and pride of membership. A majority of our Members will be informed about and engaged in the affairs of APEGGA and will be ambassadors who proclaim to society the value of professionalism. Employers, clients, and the public will recognize and respect EGG professionals as contributors who add value to the quality of life in Alberta and Canada. As a matter of course, we will communicate and consult with Members and stakeholders to understand and to consider incorporating their perspectives.

F. Key Terms

Agent of Excellence

APEGGA's basic mission is primarily regulatory: to assure minimum standards of skilled and ethical practice. Our vision is much greater: to uphold and stimulate our Members as they strive for excellence, and to facilitate professional creativity and achievement well beyond the minimum, for the ultimate benefit of society. We will attract to the professions an adequate supply of bright, skilled, public-spirited students and other potential Members so that the future needs of society will be met.

Internationally Respected

More than being the best regulator of EGG professions in Alberta, APEGGA aims to conduct our business in a way that puts us in the top rank of the global population of professional associations, to be truly world class. This assures Alberta stakeholders that our business is conducted efficiently and assures international stakeholders (offshore projects, other regulators, and internationally educated graduates who apply for membership) that our processes are informed and responsive to issues beyond Alberta's borders.

Serve the Public Interest

This is the highest aim of every profession. It includes protecting the public from physical harm, adverse health effects, and widespread financial fraud by regulating to assure competent and ethical practitioners. Of equal importance, it includes mobilizing the extraordinary talents of our membership to provide leadership in an increasingly technological society so that wise choices can be made for a sustainable future. Information must be presented lucidly, risks explained, and trade-offs understood in the context of the political decision-making process.

Stakeholders

The primary stakeholder is, of course, the public: protecting the public interest is the reason APEGGA exists. In terms of legislated authority and procedural effectiveness, the Government of Alberta represents the public. Within the self-regulating professions, Members are key stakeholders. Employers and clients of Members are also important stakeholders. They are the primary users of EGG services and as such, they are also the vehicle through which economic value is delivered to end users and the public. Other stakeholders include related professional and technical organizations, as well as universities and engineering, geology and geophysics students.

Trust

APEGGA will continue to earn the complete confidence of Members and stakeholders because the regulatory processes and the governance of the organization are fair, balanced, impartial, responsive, and transparent. Our decision-making is conducted in good faith, without fear or favour to individuals or causes. Trust is an essential element of professional regulation.

Uphold Members

This means serving, supporting, and encouraging Members in all aspects of their professional practices. Examples of this would include developing practice standards, enforcement activities to prevent unqualified persons from practicing and the negotiation of agreements to facilitate national mobility.

Value (for Members)

This derives primarily from support for individual professional practices through practice guidelines, opportunities for continuing professional development, and assurance of competence of subordinates and colleagues. Individual Members may choose to receive additional value from group insurance programs, volume purchase discounts, and other Member services.

Value (for Stakeholders)

APEGGA provides value to society because neither the government, nor individual clients, nor employers need incur the cost of assuring the competence of the professional engineers, geologists, or geophysicists who they retain. Individual Members provide value for clients and employers because these individual professionals are motivated, talented, and creative in seeking optimal solutions to problems, and in addressing economic opportunities.

Additional Information

If you have any questions about the content of the Strategic Plan or the consultation process, please direct your enquiries to:

Philip Mulder, APR
Manager Communications
pmulder@apegga.org
ph: 780-426-3990 or 1-800-661-7020
fax: 780-425-1722
1500 Scotia One, 100060 Jasper Avenue
Edmonton AB T5J 4A2

APEGGA Strategic Plan Feedback Form

Please read through the consultation draft of the APEGGA Strategic Plan to get an overview and then consider and respond to the following questions. They are meant to start you thinking, encourage your comments and start your creativity flowing.

A. Overview

- 1) Is the figure entitled “Development and Management of Strategy” understandable and useful?

B. Issues Facing the Professions During the Next 10 Years

- 1) Are there additional issues (opportunities, threats, sea changes in our operating environment) that APEGGA should consider?

- 2) What are the two make or break issues, where APEGGA must get it right?

1.

2.

C. Strategic Goals and Outcomes

- 1) With which statements do you agree most strongly?

1.

2.

3.

- 2) Is there a phrase that is not right on?

- 3) Are any key concepts missing from the draft Strategic Goals and Outcomes?

D. Key Tactics

- 1) Are there additional tactical directions that APEGGA should be considering?

- 2) From the list proposed in the document, plus the additions listed above, what are the highest priorities to which organizational energy and resources should be directed in the next year or two?

E. Strategic Vision

- 1) With which sentence or phrase do you relate most strongly?

- 2) Which phrase defines the essence of our professions in the perception of the general public?

F. Key Terms

- 1) Did you find any of the definitions surprising?

- 2) Are there any definitions that need clearer wording?

Comments

Please provide any other comments or suggestions on the consultation draft of the APEGGA Strategic Plan – regarding what is included and needs to be improved or what is missing and needs to be considered.

Feedback must be received by **March 31st, 2005** to be incorporated in the revision process.

Please mail your completed feedback forms or other comments to:
Philip Mulder, APR
Manager Communications
APEGGA
1500 Scotia One, 10060 Jasper Avenue
Edmonton AB T5J 4A2

Or e-mail your scanned completed feedback forms or other comments to:
pmulder@apegga.org

Or fax your completed feedback forms or other comments to:
(780) 425-1722