



Building the Future

Professionals in Engineering and Geoscience in Alberta

Strategic Plan

2005 - 2015

June 16, 2005

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Note: To conserve paper, Appendices B – E are not included in this summary version.

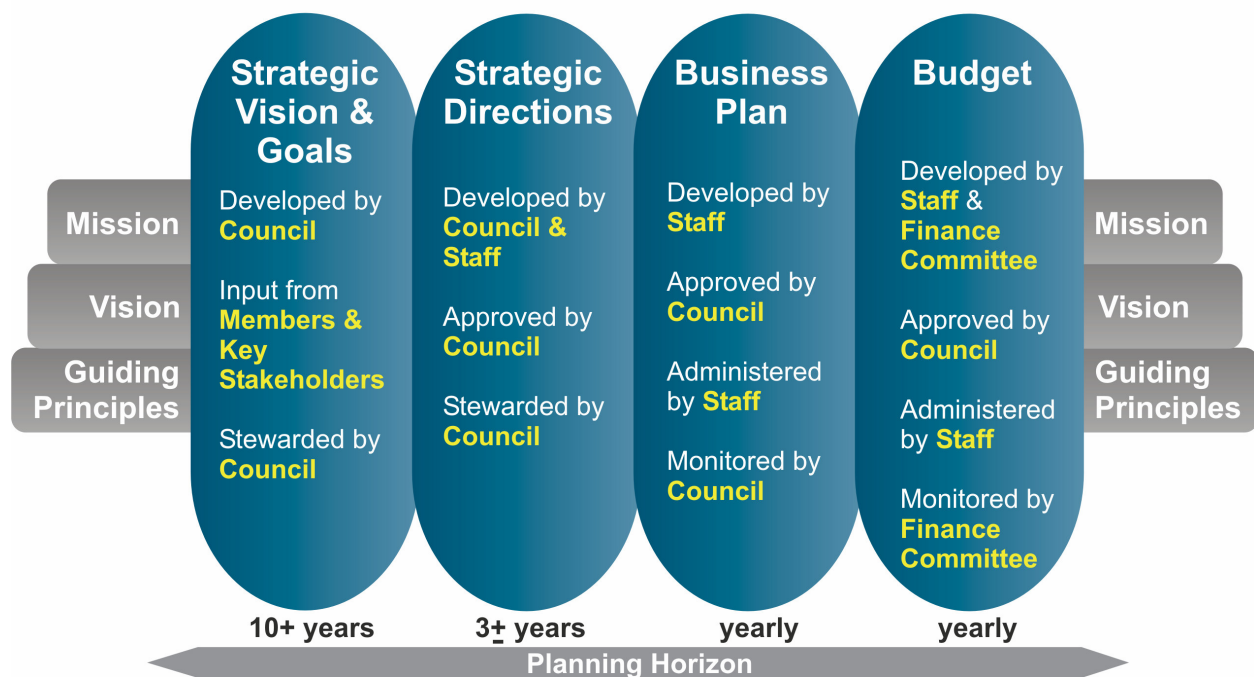
Overview

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. Furthermore, to continue to serve society as well in the future as in the present, APEGGA accepts the responsibility to develop and enhance the professions.

In order to deal effectively with changes in society, in the regulatory environment, in the expectations of the public, and in the expectations of members, APEGGA must proactively identify and address these factors. This document provides a road map which will be reviewed annually, and updated appropriately, to enable APEGGA to discharge its obligations. This Annual Planning Process is outlined in Appendix A.

Strategic planning is, by definition, lofty and long term. Strategic goals provide the “guiding star” which will keep APEGGA on course, even when buffeted from year to year by transient events. To make progress towards the lofty goals, medium-term directions must be prioritized, and next-year plans and budgets set. This process, by which APEGGA manages its resources and operations to achieve strategic ends, is illustrated below.

Development and Management of APEGGA Strategy



Strategic Plan

1. APEGGA's Purpose

APEGGA's Mission, Vision and Guiding Principles provide the context for developing and managing strategy.

(Please note: the first use of certain *Key Terms* is italicized – these words or phrases are defined in the final section of the Strategic Plan.)

Mission

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

Vision

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

Guiding Principles

APEGGA and its members are guided by the following principles:

- Public Interest: the protection of the public is paramount in all that we do.
- Professionalism: skilled and ethical practice is provided by our members.
- Relevance: value is delivered to our members and stakeholders.
- Trust: our professional reputation and ability to serve society is founded on earned public trust.
- Fairness: everyone is treated fairly, and with dignity and respect.
- Transparency: processes are fair, impartial, and accountable to members and the public.

2. Issues Facing the Professions During the Next Decade

Based upon feedback from members and stakeholders, significant issues, challenges and opportunities 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
- Licencing of para-professionals, international graduates, emerging disciplines, and those with non-traditional training
- Strong national organizations (e.g., Canadian Council of Professional Engineers (CCPE) and Canadian Council of Professional Geoscientists (CCPG))
- Exploding globalization and its impact on members and the public
- Mobility between regulatory jurisdictions
- Unlicensed practice and enforcement
- Maintaining quality of members in view of rapid growth and retirement of experienced members (changing demographics)
- Societal trend to competency-based licensure

Lead the Professions

- Proactive leadership on professional issues and technical issues affecting society, not just reactive advice on initiatives by others
- Importance of engineering and geoscience to society
- Governance processes, adoption of best practices, and increased 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
- Stakeholder recognition of the tangible value provided by professional members (members feel they are not appropriately valued by society)

Communicate and Consult

- Consultation with members and stakeholders.
- Two-way communication.
- Effective stakeholder engagement.
- Consideration of minority views while recognizing the will of the majority

3. Strategic Vision

When the strategic goals are 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 guided by their internal compass rather than external rules. The balance of competency and ethics inherent in our members, which is sometimes taken for granted in Alberta and Canada, is a rare and valuable combination that we will advertise globally.

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. The stewardship of our self-regulating organization will be recognized as exemplary, both by the members 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 internationally educated graduates 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 incorporate their perspectives.

4. Strategic Goals and Outcomes – 10 year Horizon

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

Goal 1 Regulate the practice of engineering and geoscience effectively and efficiently so that the public interest is served.

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 practice accordingly.

Outcome 1c

We maintain standards of excellence so that the public understands and values the combination of competence and ethics inherent in Professional Engineers, Professional Geologists and Professional Geophysicists.

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.

Outcome 2d

We lead by example, by contributing to society through community involvement.

Goal 3 Uphold members in their professional practices.

Outcome 3a

Our members respect and trust APEGGA, and value their membership.

Outcome 3b

We attract top quality individuals to the professions.

Outcome 3c

Clients and employers recognize that our members are essential contributors to their success.

Goal 4 Communicate and consult effectively.

Outcome 4a

Our members are informed and engaged, and are ambassadors for their professions.

Outcome 4b

Input from members and stakeholders is sought, valued, incorporated, and reflected.

Outcome 4c

Our leadership style is responsive to the needs and perspectives of members and stakeholders.

5. Strategic Directions - 3± year Horizon

To ensure the successful achievement of the four long-term Strategic Goals, selected outcomes have been identified as having initial priority. These Strategic Directions establish a focus for medium-term efforts, and a framework for establishing annual plans. As the initial outcomes are materially achieved, they will be replaced with the next generation of Strategic Directions.

The following Strategic Directions were set by Council at the May 2005 Retreat:

- A. Consult with members regularly and incorporate input appropriately.
(Relates to: Outcome 4b)
- B. Personalize professionalism: build a strong culture of professionalism among members.
(Relates to: Outcome 1b)
- C. Understand and address member needs related to their practice as professionals (practice standards and other tools).
(Relates to: Goal 3)
- D. Ensure that engineering and geoscience work done outside Alberta and Canada for implementation in Alberta meets our standards and is regulated.
(Relates to: Goal 1)
- E. Enhance society's understanding of issues:
 - by identifying trends and issues
 - by preparing position papers
 - by fostering positive relationships with governments
(Relates to: Outcome 2a)

6. Business Plan Priorities - 2006

Within the framework of the foregoing Strategic Directions, the following action priorities were identified by Council at the May 2005 Retreat. These points will be incorporated into the 2006 Business Plan and then, as budgetary resources and priorities allow, incorporated into the 2006 Budget.

- A. Consult with members regularly and incorporate input appropriately.
 - create an Association culture of ongoing communication and consultation
 - provide opportunity and mechanism for timely feedback on key issues
- B. Personalize professionalism: build a strong culture of professionalism among members.
 - all members hear about, understand and internalize personal professionalism
- C. Understand and address member needs related to their practice as professionals (practice standards and other tools).
 - efficient and effective process to determine and prioritize member needs
- D. Ensure that engineering and geoscience work done outside Alberta and Canada for implementation in Alberta meets our standards and is regulated.
 - acknowledge there is a concern and begin consultation with Members and Permit Holders
 - develop a white paper
 - develop guidelines to enable Members to properly assess and review work done offshore
- E. Enhance society's understanding of issues
 - identify trends, issues, government relations challenges
 - develop a clear strategy to effectively engage MLAs

Key Terms

Agent of Excellence: APEGGA's mission is primarily regulatory: to assure 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 respected regulator of EGG professions in Alberta, APEGGA aims to conduct our business in a way that puts us in the top rank professional associations globally, 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 environmental and 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 members 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 tradeoffs understood in the context of the political decision-making process.

Stakeholders: The primary stakeholder is, of course, the public: serving 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 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 development of practice standards, enforcement activities to prevent unqualified persons from practicing, and negotiation of agreements to facilitate national and international 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.

Appendix A

APEGGA Strategic Planning Process

