



Association of Professional Engineers and Geoscientists of British Columbia

STRATEGIC PLAN

2014–2017



Professional Engineers
and Geoscientists of BC

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WHO WE ARE

The Association of Professional Engineers and Geoscientists of British Columbia (APEGBC) is the regulatory and licensing body for engineers and geoscientists in the province of British Columbia. Created in 1920 as a self-regulating body, our more than 29,000 members are BC's professional engineers, professional geoscientists, engineering and geoscience licensees, members-in-training and numerous engineering and earth science students.

Through the authority of BC's *Engineers and Geoscientists Act*, APEGBC protects the public interest by setting and upholding high academic,

experience and professional practice standards for the engineering and geoscience professions. Individuals licensed by APEGBC are the only persons permitted by law to undertake and assume responsibility for engineering and geoscience projects in BC.

APEGBC is governed by a council of elected members or licensees and government appointees. Council is accountable to the public through the Ministry of Advanced Education and to members for both governance and management of the association.

OUR PLAN AND PROCESS

ABOUT THE PLAN

APEGBC's strategic plan provides direction and focus to the organization's activities over a three-year period from 2014–2017. The goals, outcomes and objectives set by the plan will determine the priorities for APEGBC's programs and initiatives, and provide guidance for Council, committees, branches, divisions, task forces, boards and staff.

The strategic plan includes vision and mission statements, which serve to outline APEGBC's potential, as well as its purpose. It identifies three key partner groups for whom the plan aims to provide value through three respective goals. This is accompanied by a fourth enabling goal, which will support delivery of the plan.

ABOUT OUR PROCESS

Council set about creating the new strategic plan at a Council planning session in the fall of 2013. Along with new mission and vision statements, goals and outcomes for the plan were developed in alignment with the duties and objects of the *Engineers and Geoscientists Act*. Motivating and supporting values were also articulated. The development of the plan was informed by work completed in a number of areas, including four focus groups on the association's relevance, the 2013 Member Satisfaction Survey, a communications audit and analysis by staff.

At its November 2013 meeting, following a strategic planning workshop, Council approved the concepts for the 2014 – 2017 Strategic Plan, with a supporting budget and program initiatives to be prepared between January and March. The new plan will take effect July 1, 2014.

OUR STRATEGIC PLAN

INTRODUCTION

APEGBC and its members are facing unprecedented challenges in this era of global economies and global practice. The increased pace of technological change, rapid expansion of commerce in international and digital markets, trends towards deregulation and shifting demographics all present disruptions to the old model of professional regulation.

Furthermore, we have grown as an organization, both in size and outlook. And, what the data now indicates is that the status quo is no longer sufficient. For APEGBC to maintain its relevance as a self-regulating organization, it needs to

demonstrate relevance and value to its key stakeholder groups. This is the basis for our 2014–2017 Strategic Plan.

Long-term planning through the three-year strategic plan and budget marks the beginning of a deliberate transformation of APEGBC from a reactive, regulatory body that professionals are obligated to join to a relevant, proactive, forward-thinking organization that delivers value to its members, industry, government and the public.

The strategic plan provides a game plan for how we will meet those challenges by achieving our goals.

HOW THE PLAN IS STRUCTURED:

Vision

The **vision** is the overarching aim of the strategic plan and is made possible by achieving the plan's **goals**.



Goals

Goals provide a clear direction for what APEGBC aims to achieve through its strategic plan and are supported by **outcomes**.



Outcomes

Outcomes provide an illustration of what successful achievement of the plan's **objectives** looks like.



Objectives

Objectives are steps towards achieving **outcomes**, and guide specific initiatives or programs.

OUR VISION

Professional engineers and geoscientists creating a better future for all.

OUR MISSION

To support and promote the engineering and geoscience professions as a trusted partner and progressive regulator that serves the public good.

OUR VALUES

In our governance, administration and delivery of service, we are guided by the following values:

Integrity

We mean and do what we say.

Accountability

We are responsible for our actions.

Innovation

We will explore new ideas to make things better.

OUR PARTNERS

Through our strategic plan, we will deliver value to our partners:

Members and Future Members



Members' Employers and Clients



Government, Public and Other Stakeholders



OUR GOALS

MEMBERS AND FUTURE MEMBERS

Goal

Our goal is to make BC professional engineers and geoscientists synonymous with the highest standards of professional and ethical behaviour.

Objectives

To achieve this, we will:

- Support potential members in acquiring the competencies required for professional registration.
- Improve resources and education as well as awareness and access to resources that help members practise to high professional and ethical standards.
- Develop and implement a brand strategy for the BC engineering and geoscience professions.
- Identify engineering and geoscience practice issues and develop strategies to address them.

By enhancing online competency assessment and reporting capability to enable interim reporting, validation and credit, APEGBC will provide engineering applicants with valuable feedback to ensure they are working towards the competencies required for registration. A parallel competency-based assessment system will be built for geoscience applicants, and mentoring support will be expanded.

APEGBC will support members in practising to high professional standards through more robust practice guidance and professional development resources, particularly with respect to ethics. This will be accomplished through the creation of new resources, the promotion of existing materials and resources, and by improving access for members through online delivery.

Through the Career Awareness program, APEGBC will participate in outreach to foster greater public awareness and appreciation of the engineering and geoscience professions, and encourage youth to choose a career in these fields. New practice guidelines for non-traditional and emerging areas of practice will serve to articulate the value proposition of professionals who deliver products and services under legislated authority that protects the public interest.

Through comprehensive data analysis from association programs, APEGBC will identify and prioritize professional practice issues by urgency.



Outcomes

Successful achievement of this goal will have the following outcomes:

- The P.Eng. and P.Geo. designations are an internationally recognized brand of choice.
- Members regard APEGBC as their trusted advisor and advocate in matters of professional practice.
- Public protection is enhanced through increased registration of qualified engineering and geoscience professionals across all sectors.

Metrics

- Increase awareness of, access to and compliance with professional practice and ethics guidelines and resources.
- Increase participation in APEGBC's Mentoring program by 2017.
- Increase in registered professionals exceeds natural growth.
- Increase in awareness of the engineering and geoscience professions.

Milestones

- Implement Enhanced EIT/GIT program (June 2016)
- New online Law and Ethics program launched (June 2016)
- Mentor Orientation program launched (January 2015)
- Online competency assessment tool for geoscience launched (January 2016)
- Stakeholder testing of brand identity and concepts (October 2015)
- Incidental Practice Pilot concludes (June 2015)

OUR GOALS

■ MEMBERS' EMPLOYERS AND CLIENTS

Goal

Our goal is to be regarded as a valued partner by clients and employers in all sectors, supporting the delivery of engineering and geoscience services in the public interest.

Objectives

To achieve this, we will:

- Involve employers in improving the effectiveness of and participation in APEGBC programs.
- Demonstrate how APEGBC and its members provide technical, professional and ethical value to employers and clients.
- Develop strategies for protection from non-compliant members and unregistered practitioners.

APEGBC will implement an accredited employer program that will provide members-in-training and their employers with greater assurance that the member-in-training will qualify for professional registration. Employers will further benefit from the structure this will provide for their training programs, a reduction in the supervision time required for members-in-training and attractiveness to potential employees.

By implementing the second phase of the innovative Organizational Quality Management (OQM) program, APEGBC will provide quality management training and support to organizations throughout the province. This raises the standard

of practice and public protection in BC, and benefits businesses by limiting their exposure to risk. APEGBC will also make it easier for members of the public to locate and access engineering and geoscience service providers by amalgamating existing online resources.

APEGBC will reduce the risk posed to the public by increasing effectiveness and response times to complaints of non-compliant members and unregistered practitioners. And, by working with other regulators such as the BC Securities Commission, will increase monitoring to ensure that Qualified Persons under NI43-101 are registered practitioners.



Outcomes

Successful achievement of this goal will have the following outcomes:

- Employers and members' clients see working with APEGBC members as a competitive advantage.
- Industry widely employs best practices defined by APEGBC.
- Organizations recognize APEGBC as an inherent asset in managing their risk.

Metrics

- Increase year-over-year employer awareness and participation in key APEGBC programs.
- Decrease processing time for applicants who participate in accredited employer EIT/GIT training programs.
- Increase the awareness and use of APEGBC risk management tools and programs.
- Increase the number of practice guidelines developed for emerging fields of practice.
- Improve resolution of complaints against members through better education on appropriate resolution processes.
- Increase outreach to individuals and organizations in various sectors on the value of engaging APEGBC professionals.

Milestones

- Implement 2nd Phase of OQM program (June 2015)
- Implement pilot program for Accredited Employer EIT/GIT Training program (June 2016)
- Launch Accredited Employer EIT/GIT Training program (January 2017)
- Conduct survey of employer needs (Spring 2015)
- Develop professional practice guideline(s) for a non-traditional/emerging field of practice (June 2016)

OUR GOALS

■ GOVERNMENT, PUBLIC AND OTHER STAKEHOLDERS

Goal

Our goal is to enhance public confidence in our members through leadership in regulatory, engineering and geoscience best practices.

Objectives

To achieve this, we will:

- Provide informed perspectives on engineering and geoscience practice issues affecting public safety.
- Promote reliance on professionals in government legislation.
- Establish a common level of expectation among stakeholders regarding the practice of the professions in the public's interest.

Through increased public engagement that highlights the value of engineers, geoscientists and the association on issues affecting British Columbians, APEGBC will demonstrate its relevance and raise its profile.

APEGBC will continue to assist government in setting public policy in matters affecting public safety, and through guidelines and input on legislation, provide a framework for professional reliance that ensures that professionals are carrying out their work in a way that protects the

public interest. It will also engage authorities having jurisdiction, and other professions (e.g., architects, foresters) in areas of overlap in order to fulfil its duty of public protection.

Through the development of professional practice guidelines, APEGBC will establish the level of practice required by members in order to meet obligations for specific areas of professional activity, in compliance with the requirements of the *Engineers and Geoscientists Act*, and in accordance with the public interest.



Outcomes

Successful achievement of this goal will have the following outcomes:

- Governments and other stakeholders look to APEGBC for guidance and leadership.
- Public respect for the engineering and geoscience professions is increased.
- APEGBC members are regulated worldwide according to nationally accepted standards.

Metrics

- Increase in earned media and stakeholder interactions that provide positive exposure for APEGBC.
- Growth of collaborative interactions and formalized partnerships with private and public sectors, and with other professional associations in areas of common interest to build on existing successes.
- Demonstrated confidence of government through continued or increased usage of the professional reliance model and/or requirements that specify the expertise of APEGBC members in support of the public interest.

Milestones

- Approve competencies and outcomes for requirements for the one-year Canadian Environment Experience (January 2017)
- Launch renewed Certified Professional program (June 2017)
- Launch online advanced ethics course (2017)
- Implement Online Registration Application and Review System (June 2017)

OUR GOALS

■ ENABLING GOAL

Goal

Our goal is to provide a solid foundation for the sustainable delivery of the association's mission.

Objectives

To achieve this, we will:

- Continue to implement best practices in governance.
- Foster diversity and inclusiveness.
- Provide effective support and recognition for volunteers and staff.
- Develop and implement an organizational brand strategy for APEGBC.
- Create greater accountability through improvements to quality and timeliness in processing requests.

As an organization, APEGBC will continue to implement best practices in governance and professional regulation. This will be accomplished through legislative changes to modernize the *Engineers and Geoscientists Act*, and policy improvements to manage liability and risk.

Resources and mechanisms will be introduced for better engagement and support of volunteers. APEGBC will define its organizational brand and build a strategy to support it.

By continuing work with government on language assessment and exploring alternatives for registration evaluation, APEGBC will assist in reducing barriers to the full integration of internationally trained professionals. Work will be carried out to address the gender gap in the professions through career awareness outreach.

APEGBC will increase the speed and efficiency at which applicants for registration move through its application and evaluation process. Through technology and process improvements, the registration process will be made more transparent and easier to navigate.



Outcomes

Successful achievement of this goal will have the following outcomes:

- Effective governance and resources that enable and guide APEGBC's operations.
- Association staff and volunteers are in an environment where they can grow and flourish.
- APEGBC enjoys greater brand recognition.
- Members and the public respect and trust APEGBC.
- APEGBC embraces and promotes diversity in association activities, policies and practices.

Metrics

- Demonstrate financial prudence on a consistent basis.
- Gain membership approval for bylaw amendments which advance the work of the organization and the profession.
- Increase diversity and new volunteer participation in the Volunteer program.
- Increase the number of women in the professions.

Milestones

- Submit Act revision requests to government (January 2015)
- Store all current member files in digital form (June 2016)
- Full centralization of branches and divisions accounting functions (December 2014)
- Launch centralized, member accessible, volunteer management system (January 2016)
- Launch new APEGBC Brand (June 2017)

PLAN DELIVERY

As the 2014 – 2017 Strategic Plan is made available, APEGBC will seek to engage internal and external stakeholders in its delivery. In particular, APEGBC branches, committees, task forces, boards and divisions will be involved in aligning their activities with the plan's goals and objectives.

Metrics and milestones will be identified and appended to the plan as implementation is further developed.

For information about strategic plan implementation and progress updates as they become available, or to view the strategic plan whiteboard video, visit the APEGBC website at www.apeg.bc.ca/strategic-plan.



APEGBC Strategic Plan | 2014 – 2017

Vision

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Mission

To support and promote the engineering and geoscience professions as a trusted partner and progressive regulator that serves the public good.

Values

Integrity
Accountability
Innovation

Members and Future Members

Our goal is to make BC professional engineers and geoscientists synonymous with the highest standards of professional and ethical behaviour.

Outcomes

1. The P.Eng. and P.Geo. designations are an internationally recognized brand of choice.
2. Members regard APEGBC as their trusted advisor and advocate in matters of professional practice.
3. Public protection is enhanced through increased registration of qualified engineering and geoscience professionals across all sectors.

Objectives

- A. Support potential members in acquiring the competencies required for professional registration.
- B. Improve resources and education as well as awareness and access to resources that help members practice to high professional and ethical standards.
- C. Develop and implement a brand strategy for the BC engineering and geoscience professions.
- D. Identify engineering and geoscience practice issues and develop strategies to address them.

Members' Employers and Clients

Our goal is to be regarded as a valued partner by clients and employers in all sectors, supporting the delivery of engineering and geoscience services in the public interest.

Outcomes

1. Members' clients and employers see working with APEGBC members as a competitive advantage.
2. Industry widely employs best practices defined by APEGBC.
3. Organizations recognize APEGBC as an inherent asset in managing their risk.

Objectives

- A. Involve employers in improving the effectiveness of and participation in APEGBC programs.
- B. Demonstrate how APEGBC and its members provide technical, professional and ethical value to employers and clients.
- C. Develop strategies for protection from non-compliant members and unregistered practitioners.

Government, Public & Other Stakeholders

Our goal is to enhance public confidence in our members through leadership in regulatory, engineering and geoscience best practices.

Outcomes

1. Governments and other stakeholders look to APEGBC for guidance and leadership.
2. Public respect for the engineering and geoscience professions is increased.
3. APEGBC members are regulated worldwide according to nationally accepted standards.

Objectives

- A. Provide informed perspectives on engineering and geoscience practice issues affecting public safety.
- B. Promote reliance on professionals in government legislation.
- C. Establish a common level of expectation among stakeholders regarding the practice of the professions in the public's interest.

Enabling Goal

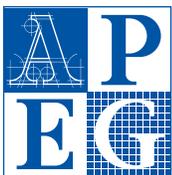
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Outcomes

1. Effective governance and resources that enable and guide APEGBC's operations.
2. Association staff and volunteers are in an environment where they can grow and flourish.
3. APEGBC enjoys greater brand recognition.
4. Members and the public respect and trust APEGBC.
5. APEGBC embraces and promotes diversity in association activities, policies and practices.

Objectives

- A. Continue to implement best practices in governance.
- B. Foster diversity and inclusiveness.
- C. Provide effective support and recognition for volunteers and staff.
- D. Develop and implement an organizational brand strategy for APEGBC.
- E. Create greater accountability through improvements to quality and timeliness in processing requests.



Professional Engineers
and Geoscientists of BC

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