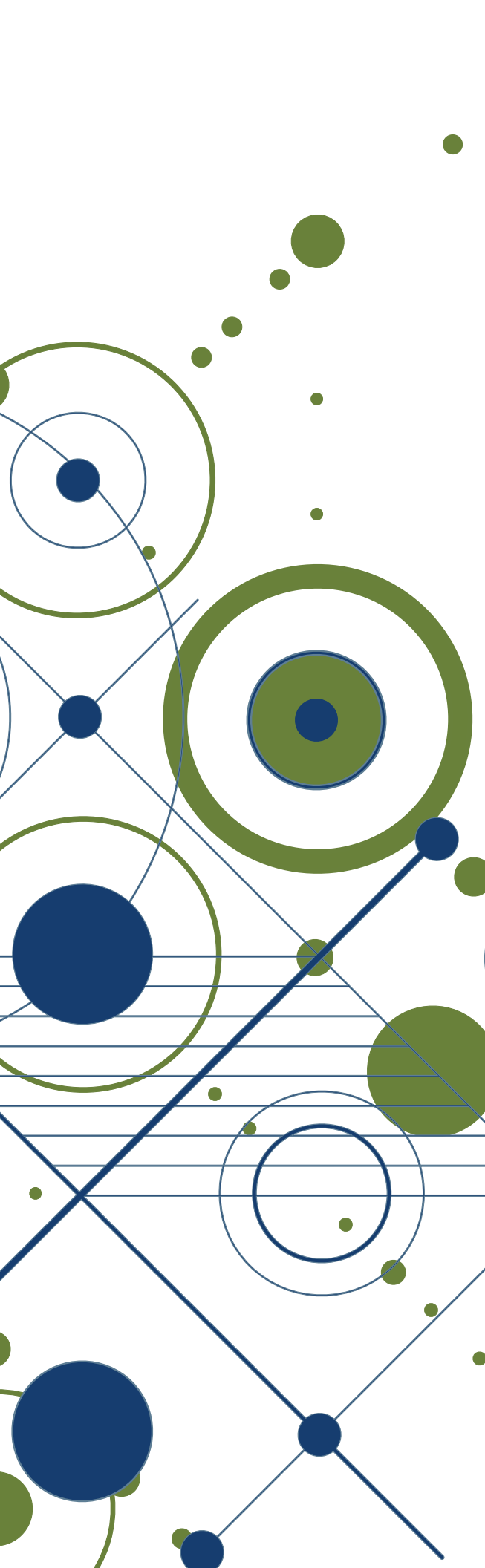




Engineers Canada Strategic Plan 2019-2021

Revision history

Version	Date approved	Description of changes
1	May 26, 2018	Original document.
1.1	November 8, 2019	The timing for the delivery of the sub-strategy for Operational Imperative 6 moved from February 2020 to May 2020.

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Introduction

Engineers Canada is an organization in transformation. This strategic plan is both a product of, and a guide to, that change. In its specifics, it tells the story of what Engineers Canada will do for the next three years. In its totality, it reflects a deliberate, consultative approach to focusing Engineers Canada's direction.

This document is a distillation of a nation-wide collaboration. These pages reflect the result of over 65 hours of direct consultation with the engineering regulators and intensive efforts to align those perspectives to carve a clear path for the organization moving forward.

When we seek and amplify common ground we can accomplish great things. We can develop stronger, more robust initiatives that benefit a greater number of people impacted by our profession.

This strategic plan represents a focus on what unites the engineering regulators. It delineates a portfolio of work for the next three years that serves the regulators and promotes and maintains the interests of the profession.

The structure of this plan is a shift from the past. As the Board began to examine our governance structure, we identified that we had broadened the scope of our work to the point of strain, failed to meaningfully consult with our members, and had tied ourselves up in a governance model that impeded our ability to achieve deliberate, focused outcomes.

This, by contrast, is a 100 per cent plan. It outlines everything we as a whole organization are going to do for the next 36 months. From staff, to Board, to volunteers, this plan aligns Engineers Canada towards well-articulated, outcome-oriented priorities. We will measure our performance against the plan, and every year we'll revisit it to ensure it remains aligned with the reality of the day. If a course correction is necessary, we will make it. We will do this transparently and base our decisions on solid evidence. Our regulators will have a voice in those decisions, and we will listen carefully to what they say.

Our course is set. Our eyes are facing ahead. Let us move forward, together.



Russ Kinghorn
President



Annette Bergeron
President-Elect



“When we seek and amplify common ground we can accomplish great things. We can develop stronger, more robust initiatives that benefit a greater number of people impacted by our profession.”

Structure

This strategic plan documents the actions the Board will take to fulfill the direction of the engineering regulators as expressed in the regulator-approved Purpose of Engineers Canada.

Engineers Canada is defined as including the Board and all of its committees, including the Accreditation Board, the Qualifications Board, as well as the CEO, staff, and operational committees. Therefore, this plan provides direction to:

- The CEO and Engineers Canada staff and operational committees
- The Accreditation Board
- The Qualifications Board
- The Board itself

The 2019-2021 Strategic Plan is structured to provide regulators with a 100 per cent view of all activities undertaken by Engineers Canada. This structure is a deliberate approach intended to reinforce the trust of the regulators and to provide clarity and full transparency to the regulators for all actions being undertaken by Engineers Canada. When these goals are achieved, Engineers Canada will embark on a more traditional approach to strategic planning with the Board's 2022-2025 Strategic Plan.

This plan includes:

- strategic priorities
- operational imperatives
- internal enablers
- Board responsibilities

Strategic priorities

The 2019-2021 Strategic Plan differs from a traditional strategic plan in that the key “strategies” are not guided by vision and aspirational goals. In this plan, the Board feels it is essential to identify those *high priorities for change* that are essential to re-stabilize the organization and provide an adequate foundation for aspirational goals in subsequent plans.

In particular, strategic priority is used herein to express:

- The need to complete, and if possible close out, large projects that were initiated before the development of this plan so that future endeavours may be evaluated from concept to completion within the Board's strategic planning process.
- The need to review, clarify, and potentially revitalize the objectives of any significant program that might be faltering.
- The need to codify and complete any action plans whose completion the Board considers urgent and which may benefit from additional attention at this time.

Operational imperatives

In this plan, the ten operational imperatives are defined by the ten tenets of the Purpose of Engineers Canada. These tenets define and constrain the operation of Engineers Canada. This provides a direct one-to-one mapping of the operations of Engineers Canada to the requirements defined by the regulators in the Purpose of Engineers Canada.



Internal enablers

The internal enablers list all of the support functions provided by Engineers Canada staff.

Board responsibilities

The board responsibilities codify the accountability of the Board within the governance process.

Performance measurement

The 2019-2021 Strategic Plan will be reviewed annually based on agreed-upon performance measures that will be defined by the end of 2018. The intention at this point is for the regulators and the Board to assess the performance of the organization. This new performance measurement scorecard must convey the degree to which the evaluators consider the intended outcomes were or were not achieved in the previous evaluation period.



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Strategic priorities



Strategic priority 1:

Accreditation Improvement Program

The Accreditation Improvement Program (AIP) is a coordinated effort to improve the delivery of accreditation for engineering programs. The Accreditation Improvement Program (AIP) is comprised of the four elements intended to improve the logistics and the workload for higher education institutions (HEIs) and Engineers Canada that is associated with the accreditation process. These elements are:

- Improving the stakeholder communication and consultation process.
- Developing a training program for Accreditation Board members, visitors, HEIs, and Engineers Canada staff in order to improve consistency across accreditation visits.
- Introducing a process for continual improvement to ensure that the accreditation system remains responsive to the evolving needs of Canada's engineering profession.
- Implementing an improved data management system for accreditation and the Enrolment and Degrees Awarded Survey.

Rationale

The AIP is designed to ensure that accreditation continues to be delivered in the most effective and efficient manner possible. Accreditation is dependent upon the work of hundreds of expert volunteers and staff, and their time must be used in the most effective manner possible. HEIs invest significant resources to have their programs accredited. This includes collecting the data necessary to show compliance with accreditation criteria and completing all of the preparations required to receive a visit. The AIP seeks to make the best use possible of resources while enabling the continual improvement of engineering education in Canada. This program will ultimately contribute to a strong and sustainable engineering profession and enhanced international mobility of engineering graduates.

Engineers Canada also works with the faculties of engineering and applied science to acquire and maintain information on student enrolment and graduation from engineering programs. Some of the information contained in these records is also required for accreditation. To streamline both processes, Engineers Canada is investing in updating the Enrolment and Degrees Awarded Survey concurrently with the improvements to the accreditation process. This way, these systems can share common information and reduce duplicated input of data for all users.

Intended outcomes

- Improved performance of the Accreditation Management Process.
- Improved performance of the Enrolment and Degrees Awarded Survey Process.
- Improved stakeholder consultation process associated with Accreditation Management and Enrolment and Degrees Awarded Survey Processes.
- Improved user experience(s) associated with accreditation management and the Enrolment and Degrees Awarded Survey. This includes both operationally and for those stakeholders directly involved in these processes.
- Improved reliability of accreditation and the Enrolment and Degrees Awarded Survey.
- Users are enabled to more quickly adopt changes to the Accreditation Management and Enrolment and Degrees Awarded Survey Processes.
- Sustainable methods are established to ensure ongoing operational continual improvement.



Accountability

Engineers Canada CEO

Annual objectives

2019	➤ Release of the new data management system for the collection of enrolment and degrees awarded data. ➤ Training for all affected stakeholders.
2020	➤ Extension of the new data management system to the Accreditation Management Process ➤ Training for all affected stakeholders. ➤ Capture and incorporate improvements from the first release.
2021	➤ Update the data management system based on lessons learned from the prior releases. ➤ Training for all affected stakeholders. ➤ Capture and incorporate ongoing improvements.

Strategic priority 2: Accountability in accreditation

Rationale

The Accreditation Board understands the need to offer greater evidence-based transparency to the Board, regulators, and deans. They must also demonstrate that the accreditation criteria and procedures system is robust, while acknowledging and addressing weaknesses in a data-driven, fact-based manner. There has been a perspective that the work of the Accreditation Board is a complicated, unknowable “black box” process in which surprises happen and autonomous decisions are a regular occurrence. This perception must be addressed through a documented, annual performance measurement process, better communication, documented continual improvement processes, and greater transparency.

Intended outcomes

- The criteria established by the Accreditation Board are data-driven, reflect the requirements of the regulators, and support excellence in engineering education.
- Engineering regulators are provided with annual, data-driven reporting that demonstrates that the accreditation system measures transparency and effectiveness, enabling clarity of conversations around potential improvements and changes.
- Higher education institutions:
 - Understand and recognize that the Accreditation Board is taking them through a structured, rigorous, and fair process.
 - Feel supported in their efforts to incorporate educational innovation into their programs in a timely manner.
 - Report greater knowledge and predictability of accreditation visits and decisions, and satisfaction with the Accreditation Board’s collaborative approach to change.

Accountability

Accreditation Board

Annual objectives

2019	➤ Assessment process to assess transparency and effectiveness of accreditation system to be designed collaboratively with stakeholders. ➤ A new permanent committee to be struck that is responsible for this assessment process and the continual improvement of the accreditation system. ➤ The issue of the required number of AUs is addressed to the satisfaction of all stakeholders, based on data and collaboration with all stakeholders.
2020	➤ A first annual measurement of the accreditation system is conducted, based on the process established in 2019. ➤ Results of the first measurement cycle are communicated to all stakeholders, including both quantitative and qualitative measures. ➤ Both the measures and the measurement process itself are reviewed, refined, and updated based on lessons learned and feedback from stakeholders.
2021	➤ Annual measurement continues. ➤ Actions to respond to the 2020 measurement results are developed and in progress.

Strategic priority 3: Recruitment, retention, and the professional development of women in the engineering profession

Rationale

Engineers Canada is working to increase the representation of women within the engineering field, primarily through its 30 by 30 initiative. This initiative has a goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. Nationally, this figure has remained at approximately 17 per cent for the last three years, when measurement started. Thirty per cent is held as the tipping point for sustainable change—reaching 30 by 30 will help drive cultural change in the engineering profession, supporting even greater involvement of women in the profession.

While the objective is that at least 30 per cent of newly licensed engineers will be women, the Board is expanding the initiative to include retention and professional development of women within the profession.

This strategic priority is aimed at ensuring that, in partnership with the regulators, action plans are developed and implemented to achieve this expanded scope.

Intended outcomes

- A national program with high visibility among targeted stakeholders.
- Engineering regulators are provided the opportunity to fully participate in the program.
- Barriers to entry and retention for women in the profession are understood and mechanisms





for addressing them are developed to be applied both nationally and with regulators in their provinces and territories.

Accountability

Engineers Canada CEO (with the Board's 30 by 30 Champion)

Annual objectives

2019	➤ Publish baseline data—out to 2030—that accurately models our current understanding of the percentage of women on the engineering pathway. ➤ Establish new goals for each aspect of the expanded mandate. ➤ Develop new action plans for each aspect of the expanded mandate. ➤ Obtain support of the regulators for the new program.
2020	➤ Full implementation of all action plans. ➤ Report on progress.
2021	➤ Ongoing review and refinement of actions to demonstrate progress towards objectives.

Strategic priority 4: Competency-Based Assessment Project

Engineers Canada is funding the development of a nationally-available online competency-based assessment framework and system which will to be made available to all regulators. This system provides:

- A set of standard competencies for the assessment of engineering work experience for licensure.
- A national online tool and onboarding information available to all regulators.
- A customizable engineer-in-training (EIT) integration program and training materials.

Rationale

Adopting competency-based assessment improves the assessment of engineering work experience for both domestic and international applicants and brings the engineering profession in line with best practices. This best practice was approved by the Board in 2013 based on support from a majority of regulators.

Using a common set of competencies for the assessment of engineering work experience in the licensure process will:

- Increase harmonization between regulators.
- Provide better clarity for of the engineering work experience requirement licensure.
- Increase transparency in the work assessment process.
- Allow for more specific feedback to applicants.
- Improve consistency of licensure decisions.
- Increase the confidence of volunteer assessors in their assessment decisions.

Using an online system:

- Allows applicants to report from anywhere in the world.
- Reduces administrative burden for regulator staff.

Intended outcomes

- The administrative burden of processing applicants is reduced for regulator staff.
- Applicants have greater clarity regarding the engineering work experience requirement and how to report their work experience.
- Applicants and validators report greater confidence in their own assessments.
- Application processing resources are refocused on only those applicants requiring additional assistance.

Accountability

Engineers Canada CEO

Annual Objectives

2019	➤ The online competency-based assessment system is available in English.
2020	➤ The online competency-based assessment system is available in English and French.
	➤ Project completion and closeout.



Operational imperatives



Engineers Canada exists to serve the regulators and strengthen the profession by fulfilling the mandate described by the regulators in the Purpose of Engineers Canada. Operational imperatives reflect the Board's interpretation of what is required over the three-year period to meet the regulators' current expectations regarding the tenets of the Purpose of Engineers Canada.

Each operational imperative will be further clarified by the designated authority in the annual operating plan. It is the responsibility of the CEO of Engineers Canada to liaise and collaborate with the Board, its committees, the Accreditation Board, and the Qualifications Board so that their workplans are integrated into a single, integrated, and coordinated annual operating plan for Engineers Canada.



Operational imperative 1: Accrediting undergraduate engineering programs

Rationale

Accreditation is the highest priority of regulators.

Accreditation of undergraduate engineering programs is currently the most efficient path to ensure Canadian engineering graduates meet the academic requirements necessary for licensure as engineers. The accreditation process must remain useful and relevant.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Ensure the Canadian accreditation process is credible in the eyes of regulators, higher education institutions, and engineering students to effectively and efficiently accredit Canadian undergraduate engineering programs.

Accountability

Accreditation Board

Sub-initiatives

- Conduct accreditation business: visits and decisions
- Develop and maintain accreditation policies
- Complete the work of the AU Task Force

Operational imperative 2: Facilitating and fostering working relationships between and among the regulators



Rationale

A key operational priority, and one of the core reasons the association was created, is for Engineers Canada to ensure the efficient sharing of ideas and best practices between and among the regulators. Engineers Canada proactively engages and facilitates communication among regulators to ensure the greatest degree of alignment possible, given the varying regional mandates and resources.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Sustain a high level of trust, engagement, and commitment between and among the regulators.
- Facilitate the information exchange necessary to support a well-informed federation of regulators that is able to act proactively in the best interests of engineering regulation in Canada.
- Support and facilitate the work of the CEO Group and the National Officials Groups in the regulation of the profession.

Accountability

Engineers Canada CEO

Sub-initiatives

- Establish and implement an ongoing communication strategy and plan with regulators.
- Enable networking opportunities for the regulator presidents within the context of regular Board meetings.
- Support an orientation program about Engineers Canada for the regulator presidents, and other Engineers Canada and regulator staff and volunteers.
- Support the CEO Group and their initiatives.
- Support the national officials groups and their initiatives.

Operational imperative 3:

Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada



Rationale

This is a high priority for regulators and a core function of Engineers Canada.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Enable the assessment of engineering qualifications.
 - Through the Qualifications Board, develop work products that enable the assessment of engineering qualifications (i.e., white papers, model guides, and guidelines) and maintain examination syllabi, ensuring that both are timely and serve the needs of the regulators and applicants for licensure.
 - Provide research into emerging areas of practice in support of regulators in their decision making.
- Foster excellence in engineering practice and regulation.
 - Through the Qualifications Board, develop work products that foster excellence in engineering practice and regulation (i.e. white papers, model guides and guidelines), ensuring that they are timely and serve the needs of the regulators and of practicing engineers.
 - Recognize and support the exemplary accomplishments of engineers by administering effective fellowship and scholarship programs.
- Facilitate mobility of practitioners within Canada.
 - Maintain, within the constraints and preferences of the regulators, a shared database of engineers in Canada for the purposes processing inter-provincial/territorial applications.
 - Through the Qualifications Board, develop work products that facilitate mobility (i.e. white papers, model guides, and guidelines), are timely, and serve the needs of the regulators.

Accountability

Accountability is divided between the Qualifications Board and the CEO as identified in the sub-initiatives.

Sub-initiatives

The Qualifications Board shall:

- Maintain examination syllabi
- Develop and maintain model guides, guidelines, and white papers

The CEO shall:

- Maintain the National Membership Database for those regulators who choose to update and/or access it.
- Conduct research into emerging areas of practice and advise regulators on the impacts.
- Conduct a review of the scholarships program and update and maintain it thereafter.
- Conduct a review of the current Engineers Canada Awards program and bring this information back to the Board for discussion.

Operational imperative 4: Offering national programs

Rationale

National programs are intended to make use of Engineers Canada resources to deliver programs that benefit the engineering regulators. These programs should benefit from the economies of scale that could not otherwise be achieved by a single or small group of regulators.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Within the period of this plan, divest itself of programs which the regulators consider are not within its mandate or which may be best served by other organizations. This includes the Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol and Infrastructure Resilience Professional (IRP) training. In the future, it would be desirable if PIEVC and IRP were available to Canadian engineers, but provided by more appropriate organizations.
- Affirm that Engineers Canada is not a certification body and stop offering IRP certification.
- Make available training materials and content on ethics and professionalism for regulators' use in the development of their continuing professional development programs.
- Engage the regulators in an active dialogue to identify future national programs of interest to regulators.

Accountability

Engineers Canada CEO

Sub-initiatives

- Facilitate and coordinate the collection and distribution of ethics training content for regulators use.
- Develop and execute a plan to divest Engineers Canada of the responsibility to maintain the PIEVC Protocol by 2021.
- Cease offering IRP credentials immediately.
- Develop and execute a plan to divest Engineers Canada of the responsibility to offer Infrastructure Resilience Program (IRP) training by 2021.



Operational imperative 5: Advocating to the federal government

Rationale

Engineers Canada is uniquely positioned to provide advocacy services on behalf of regulators to the federal government.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Advocate to the federal government to promote and advance the enactment of new demand-side legislation and prevent the erosion of existing federal legislation.
- Engage and educate parliamentarians, senior federal officials, and all relevant agencies within the federal government to gain their confidence and develop their awareness of:
 - The responsibility of engineers to safeguard the public.
 - The benefits of engineering input into federal policy.
 - The positions and concerns of the engineering profession.
- Inform regulators of Engineers Canada's federal government advocacy activities and progress through a newly developed reporting mechanism.

Accountability

Engineers Canada CEO

Sub-initiatives

- Submit an analysis, rationale, and recommended strategy to the Board by September 2019 on how best to advocate to the federal government. The strategy will:
 - Define the objectives of advocacy to the federal government by Engineers Canada.
 - Review all current advocacy efforts and assess their relevance and effectiveness at achieving the stated objectives.
 - Define what demand-side legislation needs to be addressed.
 - Make recommendations on new or existing initiatives most likely to be effective at achieving the recommended objectives within available resources.
 - Establish a process for the identification and development of public policies supported by the engineering regulators.



Operational imperative 6: Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession



Rationale

Engineers Canada has a role to play in proactively identifying, investigating, and explaining trends and changes that are likely to have an impact on the engineering regulators and on the engineering profession. This information must be communicated to the regulators on an ongoing basis as an input to their own decision-making and direction-setting.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Establish a lean and effective research-based monitoring and reporting capability that provides regulators with foresight and early warning of potential changes and advances in the Canadian regulatory environment and the engineering profession. The information provided will help inform regulatory decision making.

Accountability

Engineers Canada CEO

Sub-initiatives

- Submit an analysis, rationale, and recommended strategy to the Board by May 2020 on how best to conduct research leading to information that informs and advises the regulators on changes and advances that impact the Canadian regulatory environment and the engineering profession. The strategy will:
 - Define the objectives of research targeted to the needs of regulators.
 - Review all current research initiatives, reports, and surveys to assess their relevance and effectiveness at achieving the updated objectives.
 - Make recommendations on the new or existing initiatives most likely to be effective at achieving the recommended objectives within available resources.
 - Be ready to implement within 90 days of Board approval.
- Scope requirements for a possible task force on the future of the engineering profession. In addition to other requirements yet to be defined, this task force should be positioned to examine potential threats to self-regulation.
- Actively monitor and advise regulators on the work of Engineers and Geoscientists BC and Engineers Geoscientists Manitoba with respect to the Truth and Reconciliation Commission report.
- Withdraw sponsorship and end participation in the Engineering Change Lab immediately.

Operational imperative 7:

Managing risks and opportunities associated with mobility of work and practitioners internationally



Rationale

As the national body representing the engineering regulators, Engineers Canada is well positioned to define the risks and opportunities associated with the mobility of work and practitioners internationally, as this impacts all regulators. Further, by recommending actions to the regulators that manage and respond to these impacts, Engineers Canada can help to inform the regulatory decisions in each jurisdiction.

Intended outcomes

To fulfill this requirement, Engineers Canada will:

- Provide regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.
- Maintain international mobility agreements and mutual recognition agreements in accordance with regulator needs.
- Provide timely and accurate information to regulators on the impact of international trade agreements.
- Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
- Maintain current information on international institutions and degrees for use by the regulators.

Accountability

Accountability is divided between the Accreditation Board and the Engineers Canada CEO as identified in the sub-initiatives.

Sub-initiatives

The Accreditation Board shall:

- Represent regulators' interests with respect to international agreements and timely reporting to the Board on developments.
- Conduct substantial equivalency visits as requested, at no financial cost to Engineers Canada and with no increase in staff resources.

The Engineers Canada CEO shall:

- Submit an analysis, rationale, and recommended strategy to the Board by September 2020 on how best to manage risks and opportunities associated with mobility of work and practitioners internationally. The strategy will:
 - Define the objectives to be achieved by Engineers Canada with regards to international mobility
 - Review all current efforts and assess their relevance and effectiveness at achieving the updated objectives.



- ▶ In particular, the review will describe the international mobility agreements, including their benefits, obligations, interdependencies and processes, and determine the regulator's support for maintaining or withdrawing from each agreement.
- Until a new international mobility strategy is approved by the Board, Engineers Canada will:
 - ▶ Maintain mutual recognition agreements.
 - ▶ Maintain the Roadmap to Engineering website.
 - ▶ Provide advice to regulators on international trade agreements.
 - ▶ Maintain the International Institutions and Degrees Database (IIDD) while implementing the recommendations of the National Admissions Officials Group.

Operational imperative 8: Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals

Rationale

Although not a top priority, regulators consider fostering recognition of the profession by society and sparking interest in the next generation of engineers to be an important part of the Engineers Canada mandate.

Although regulators often mention national ad campaigns and similar marketing efforts to address this requirement, this is simply not achievable within resources. Achieving a meaningful outcome will require finesse. A minimalist strategy that can still demonstrate tangible value is required.

Intended outcomes

To fulfill this requirement, Engineers Canada will:

- Leverage existing opportunities to foster recognition of the value and contribution of the profession without embarking on cost-prohibitive endeavours.
- Leverage partnerships and joint ventures that can spark interest in the next generation of engineering professionals without developing or wholly sustaining such programs internally.

Accountability

Engineers Canada CEO

Sub-initiatives

- Submit an analysis, rationale, and recommended strategies to the Board by February 2020 on how best to:
 - Foster recognition of the value and contribution of the profession to society.
 - Spark interest in the next generation of engineering professionals.
- The strategies will:
 - Define achievable objectives for fostering recognition of the profession by society and sparking interest in the next generation of engineering professionals.



- Review all current efforts within the two domains above and assess their relevance and effectiveness at achieving the updated objectives.
- Make recommendations on the new or existing initiatives most likely to be effective at achieving the recommended objectives within available resources.
- Be ready to implement within 90 days of Board approval.

Operational imperative 9: Promote diversity and inclusion in the profession that reflects Canadian society

Rationale

Regulators consider the promotion of diversity and inclusion within the profession to be the highest non-regulatory priority (after accreditation, qualifications, and fostering working relationships within the federation). Therefore, the Board will seek to elevate the profile and results achieved within this mandate.

Intended outcomes

To fulfill this responsibility, Engineers Canada will:

- Demonstrate progress towards diversity and inclusion targets through consistent effort and innovative, highly-leveraged programs that increase the number of women and Indigenous people entering, thriving, and remaining in the profession.

Accountability

Engineers Canada CEO

Sub-initiatives

- Submit an analysis, rationale, and recommended strategy to the Board by September 2019 on how best to promote diversity and inclusion in the profession that reflects Canadian society. The strategy will:
 - Be bounded by the Board's diversity and inclusion policy. Specifically, the strategy will address:
 - ▶ The recruitment, retention, and the professional development of women in the engineering profession in Canada.
 - ▶ Bridging and/or support programs that facilitate Indigenous people entering and graduating from undergraduate engineering programs in Canada.
 - Define achievable objectives for increased diversity and inclusion within the guidelines set by the Board's diversity and inclusion policy.
 - Review all current related efforts and assess their relevance and effectiveness at achieving the objectives.
 - Leverage the branding and marketing investment in the 30 by 30 program through re-use of the recognition the program has achieved so far.
 - Make recommendations on the new or existing initiatives most likely to be effective at achieving the recommended objectives within available resources.

- Be ready to implement within 90 days of Board approval.
- Demonstrate—by May 2019—that early wins are achieved on Strategic Priority 3 and provide semi-annual progress reports at the September and May Board meetings thereafter.

Operational imperative 10: Protect any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects

Rationale

Engineers Canada has protected the official marks of the engineering profession to protect against unauthorized use of the terms and to ensure that federally-incorporated companies respect engineering legislation in Canada.

Intended outcomes

To fulfill this responsibility Engineers Canada will:

- Protect the official marks from unauthorized use.
- Ensure that federally-incorporated companies respect provincial and territorial engineering legislative requirements.

Accountability

Engineers Canada CEO

Sub-initiatives

- Protect the official marks from unauthorized use and ensure that federally-incorporated companies respect provincial and territorial engineering legislative requirements.



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Internal enablers



A portion of the staff reporting to the Engineers Canada CEO perform what are termed “internal enablers.” These are duties that enable the organization to conduct daily operations and provide system-wide support and enablement.



Appropriate staffing is in place to enable professional **planning and organizational management**, including all aspects of strategic and operational planning, performance measurement, risk, change management, and project and program management.

A **consultation program** is in place to enable all parts of Engineers Canada to engage meaningfully and appropriately with designated stakeholders on an as-required basis. The consultation program scales to ensure that all stakeholders are appropriately engaged in each of the initiatives undertaken by Engineers Canada.

As a national service organization that enables 12 regional regulators to work together, Engineers Canada provides **communications and translation services** to support the work of the organization.

To support continual improvement in planning and organizational management, Engineers Canada is pursuing the Excellence Canada Excellence, Innovation, and Wellness Standard through its **Journey to Excellence program**. Participation in this program will steadily raise the maturity of all elements of the organization, in line with industry best practices.

Finance and administrative services are provided, including finance, facilities management, information technology services, internal legal services, and human resources expertise.

Affinity programs fund a significant portion of Engineers Canada’s activities and provide insurance, financial, and other services to the engineering regulators and their membership.

Secretariat services, administrative support, expertise, and development of all work plans are provided on an ongoing basis to the Board and all its committees, as well as secretariat services to the NCDEAS.

Board responsibilities



There are six responsibilities of the Board. The following outlines how the Board intends to fulfill each of its responsibilities. Each committee of the Board will develop workplans that will be integrated into the overall annual operating plan of Engineers Canada.

Board responsibility 1: Hold itself, its directors, and its direct reports accountable

This Board responsibility contains two elements, led by separate committees.

The Executive Committee shall:

- Establish and use competency profiles for directors and all committee chairs, as well as for the Board as a whole.
- Manage the CEO and committee chairs through the use of competency profiles and performance measurement against the achievement of the operational and strategic plans.

The Compensation Committee shall:

- Be responsible for performance management of the CEO

Intended outcomes

It is the expectation of the Board that significant effort will be put into codifying and regularizing this new and more structured means of measuring and understanding the progress-against-plan of the organization. It is a core expectation of the Board that concrete and well-communicated action will address gaps, weaknesses, and failings in any part of the plan, as measured through national, transparent performance measures.

This Board responsibility will be achieved when the Board is confident that it has an accurate and complete awareness of its own performance as well as that of its directors and committee chairs. With this information, the Board will act to recognize success and offer appropriate guidance when needed to achieve objectives.



Board responsibility 2:

Sustain a process to engage with regulators through regular communication that facilitates input, evaluation, and feedback

The President-elect shall:

- Provide oversight and guidance to the Engineers Canada consultation process with regulators and other key stakeholders whose input is vital to the Board's work.

Intended outcomes

It is the expectation of the Board that regulators and all key stakeholders will come to appreciate and value the engagement process. The engagement methodology used must be cost-effective and make efficient use of the time of all those asked to engage in Engineers Canada's consultations.

This Board responsibility will be fulfilled when the regulators and other key stakeholders are satisfied that their views and requirements are understood and considered before action is taken.

Board responsibility 3:

Provide ongoing and appropriate strategic direction

This responsibility sets clear structural expectations for how the Board will provide strategic direction to all elements of Engineers Canada.

The Executive Committee shall:

- Develop an annually updated, three-year strategic plan that considers emerging trends and challenges.
- Ensure that annual operating plans and budgets are developed that specify the actions and resources necessary to achieve the strategic plan.
- Ensure the use of a continual improvement process to track, report, and when necessary, correct, performance against set objectives of:
 - The strategic plan
 - The annual operating plan

Intended outcomes

It is the expectation of the Board that significant effort will be put into codifying and regularizing this new and more structured means of providing strategic direction, including ongoing and clear communications to all stakeholders as to the progress-against-plan, as well as mitigation strategies put in place to counter any areas of gaps or weaknesses.

This Board responsibility will be achieved when the regulators agree and have confidence that the Board's strategic plans meet their needs, and that the annual operating plan delivers on those needs.



Board responsibility 4:

Ensure the development and periodic review of Board policies

This Board responsibility is shared among three groups:

The President shall:

- Implement the Funding Task Force recommendations.

The Governance Committee shall:

- Maintain effective governance principles and policies.
- Perform ongoing governance improvements.
- Implement Nominations Task Force recommendations.

The Finance Committee shall:

- Ensure external and direct inspection and monitoring of fiscal policy and responsibilities.

Intended outcomes

It is the expectation of the Board that all reviews and revisions to Board policies will continue on a timely basis, with specific focus on recommendations flowing from activities within this Board responsibility.

This responsibility will be fulfilled when the Board and regulators are satisfied that:

- All Board policies are current and relevant to established requirements.
- Action plans with clear objectives are established based on the recommendations of any task force established by the Board.
- Action plans to implement recommendations are integrated with the Board's plans.

Board responsibility 5:

Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies

The Audit Committee shall:

- Ensure the Board is wholly accountable for risk management and for directing the CEO through clear and timely mitigation strategies.
- Monitor the risk register and ensuring the Board is aware and able to take timely action on all relevant risks.



The responsibility to maintain the risk register and to enact Board approved risk mitigation strategies resides with the CEO.

Intended outcomes

This responsibility will be fulfilled when the Board and regulators are satisfied that they are fully aware of any relevant potential risks, have clearly established appropriate levels of risk tolerance, and are satisfied that any necessary risk mitigation strategies are defined and acted upon.

Board responsibility 6: Provide orientation of new directors, and continuing development of directors and others who work closely with the Board

The President-elect shall:

- Develop and deliver orientation materials and programs that facilitate the effectiveness of directors. The Board's orientation program will take into account the challenges of onboarding individuals new to their function and provide opportunity for the ongoing development of those continuing in their term.

Intended outcome

It is the expectation of the Board that the quality of orientation provided to new directors will improve over the course of this strategic plan period, especially once the roles of directors, members, and presidents are clarified as a part ongoing governance work in the fall and winter of 2018-19.

This responsibility will be fulfilled when directors express their satisfaction with the effectiveness of the Board orientation program.





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