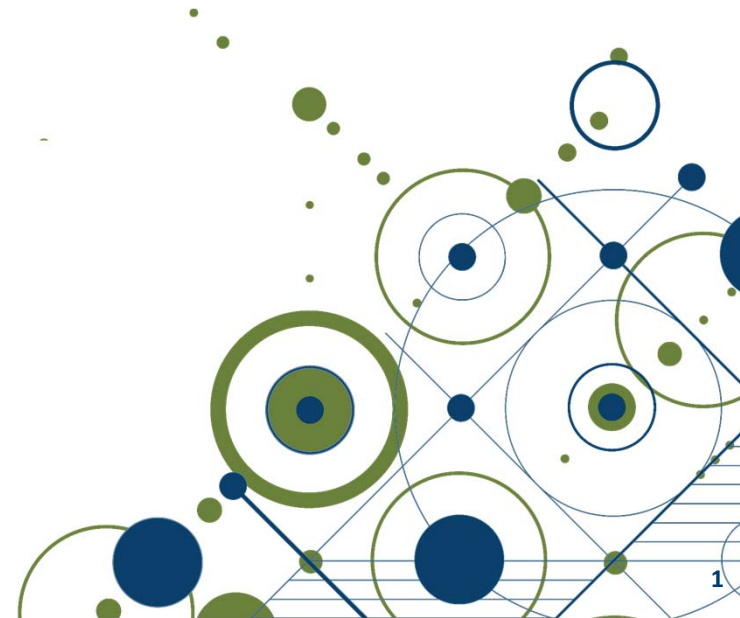


2020 October information session

Gerard McDonald, MBA, P.Eng., ICD.D

Chief Executive Officer, Engineers Canada



Logistics – Virtual attendance

- ✓ Mute yourself during the presentation
- ✓ If you want to speak, raise your hand
- ✓ Unmute yourself when you are asked to speak
- ✓ Only use the chat function if you need help, a technician will follow-up with you in a separate break out room



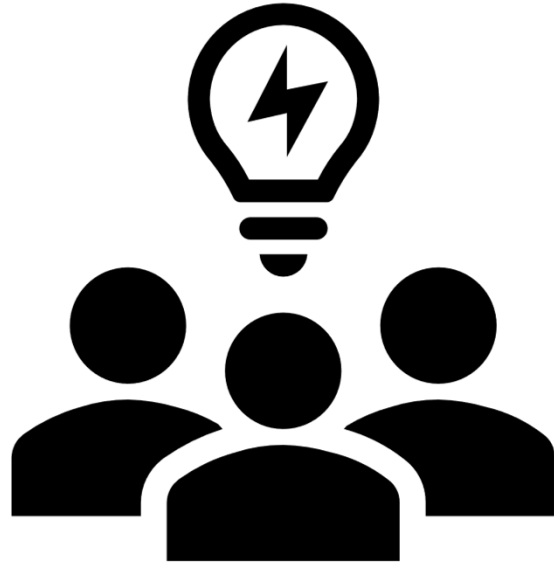
Welcoming remarks

Jean Boudreau, FEC, P.Eng.

President, Engineers Canada

Chair of the Strategic Plan Task Force





Expected outcome

- Attendees familiarize themselves with the content of the draft 2022-2024 strategic plan, which will be sent for consultation this fall

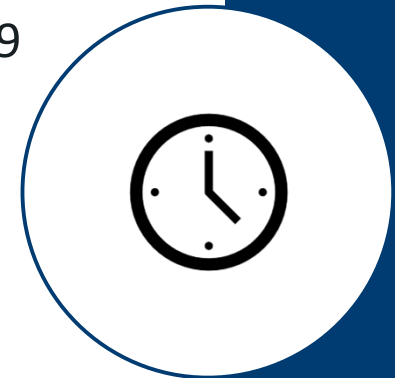


Approach for information session

- Present the vision and the strategic priorities prioritized by the Board in August
- Goal is to familiarize you with them and to answer your questions

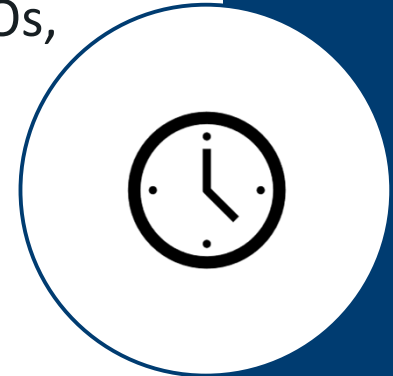
Milestones - fall 2019

- Current 2019-2021 strategic plan was approved in May 2018
- Started process for 2022-2024 strategic plan in summer 2019
- Draft environmental scan was sent for consultation with regulators, CEAB, CEQB, and EDC in September 2019
- Environmental scan was approved by the Strategic Plan Task Force in December 2019
- SWOT and strategic risks analysis was approved by the Finance, Audit, and Risk Committee in December 2019



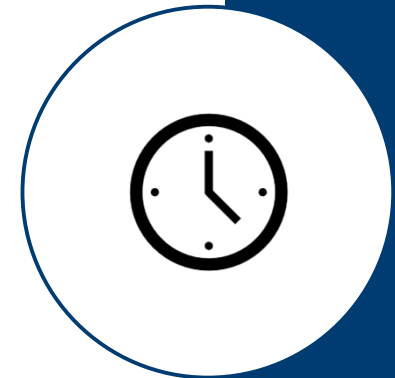
Milestones – winter and spring 2020

- Final environmental scan and SWOT and strategic risks analysis was sent to Board, presidents, CEAB, CEQB, CEOs, and officials' groups in February 2020
- Foresight workshop was held with Board directors, presidents, CEOs, and representatives from CEAB and CEQB on February 25, 2020
- Draft foresight report was sent for feedback to Board directors, presidents, and CEOs in April 2020
- The final foresight report was included in the May 2020 Board Meeting agenda book



Milestones – summer and fall 2020

- In May, a survey was sent to Board, CEOs, and presidents and an environment scan was conducted to assess COVID 19's potential impact on regulators, Engineers Canada, and profession
- Board confirmed the vision and prioritized potential strategic priorities at the August strategic planning workshop
- Vision and strategic priorities are presented for information today, and will be sent for consultation this fall
- In September, CEAB and CEQB were consulted on content of the draft strategic plan



Strategic planning process



Major trends and strategic risks

- Continuing pressure to modify accreditation, expect COVID-19 situation to have long-term impact
- Increased scrutiny to demonstrate fairness in processes
- Need to demonstrate the value of engineering regulation and license, especially in emerging disciplines
- Long-term sustainability tied to ability to attract and retain women and graduates

Background

- At the foresight workshop, each table worked on a vision statement
- All were discussed and put on a wall
- Attendees voted



Connotes progression and improvement
Improving regulation
Increasing diversity
Growing our profile and influence

Limited to Canada
Not just “the profession”
Better information => better regulation => better engineering
A more diverse profession => better engineering
A more influential profession => better engineering

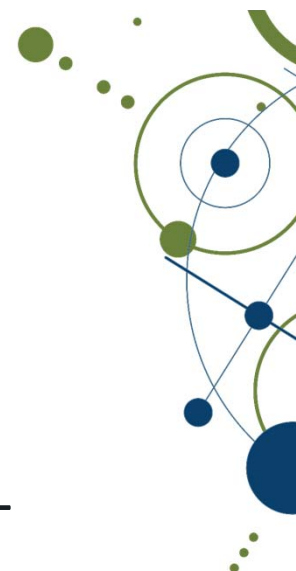
Advancing Canadian engineering through national collaboration

Who we are
How we work
The value we add
Our relationship with the regulators

Our mission

- At the February workshop, you confirmed that our mission remains the preamble of our purposes:

“Engineers Canada upholds the honour, integrity, and interests of the engineering profession by supporting consistent high standards in the regulation of engineering, encouraging the growth of the profession in Canada, and inspiring public confidence.”



Guiding principles (Board Policy 1.2)

1. Serve the needs of the regulators
2. Ensure transparency and accountability in the decision-making process
3. Encourage commitment and engagement of regulators
4. Enable diversity and inclusion in the Canadian engineering profession

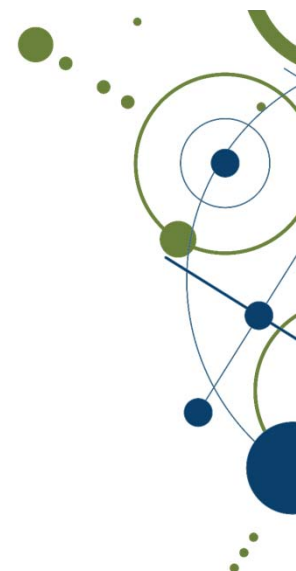
Staff values

- We take pride in creating a culture of teamwork and wellness
- We earn credibility through high-quality work
- We foster new ideas and embrace creative approaches
- We are transparent and accountable
- We create and sustain trusting relationships
- We rely on diverse people and perspectives to enrich our work

Background

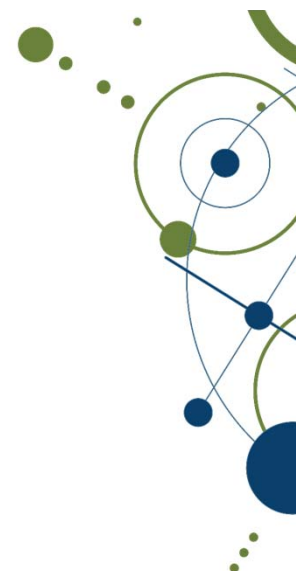
- At foresight workshop, each table proposed up to five strategic priorities
- Priorities were discussed and clustered on a wall
- Attendees voted on their top five priorities





Approach for strategic priorities

- Staff refined those priorities, considering:
 - Alignment with our purposes
 - Likelihood of being done in 3 years
 - Complementing (not duplicating) regulators' activities
 - Of national importance, likely to receive pan-Canadian support
 - Address major trends and/or strategic risks



Initial list of strategic priorities

- Accreditation
 - Deliver improvements in accreditation or
 - **Strengthen the foundation of accreditation**
- **Accelerate 30 by 30**
- **Foster trust and pride**
- **Achieve harmonization**
- Reach financial sustainability
- **Adapt to emerging technologies**
- **Continue commitment to excellence**

Potential synergy among priorities and with existing groups and initiatives

Strengthen the foundation of accreditation

- **Under current Strategic Plan:**
 - SP1: Accreditation Improvement Program (AIP)
 - SP2: Accountability in accreditation
 - OP1: Accrediting undergraduate programs
- **By end of 2021, we will have:**
 - Accountability in accreditation
 - Accreditation improvement program
 - Completed the work of the Accreditation Unit Task Force
 - Visits, decisions and ongoing improvement

What are we doing?



Strengthen the foundation of accreditation

- Lack of a national definition of the academic requirement for licensure undermines defensibility of accreditation and assessment of non-CEAB applicants
- Current purpose of accreditation does not go beyond minimum academic knowledge, does not support all criteria, does not consider the broader implications of licensure from a regulatory point of view
- Current contact-based measurement of the minimum path is not aligned with educational delivery methods which causes frustrations for deans and higher education institutions (HEIs)

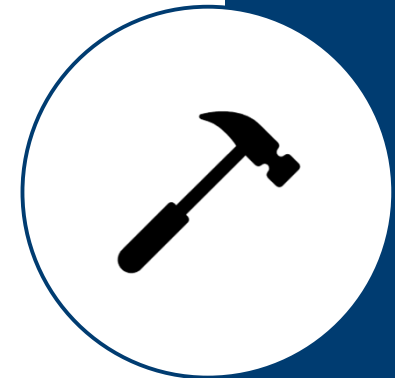
What is the issue?



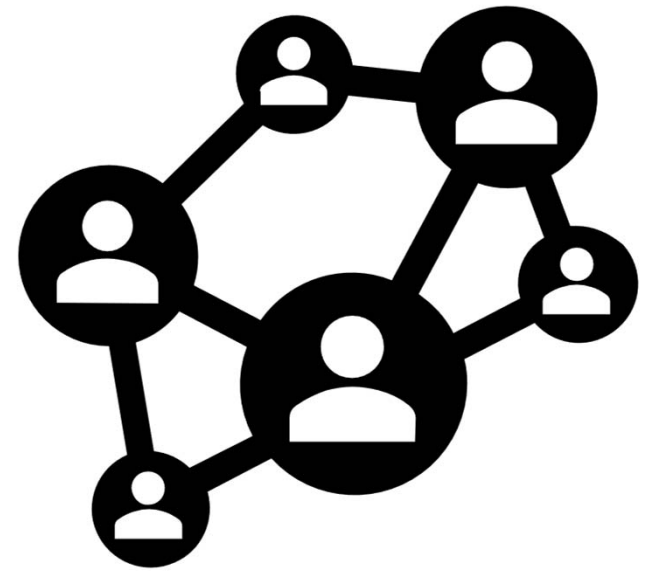
Strengthen the foundation of accreditation

- ✓ Clarify and confirm the purpose of accreditation
- ✓ Investigate minimum academic requirements for licensure
- ✓ Benchmark Canadian engineering accreditation system
- ✓ Understand educational delivery methods
- ✓ Propose necessary changes and an implementation plan for the accreditation system
- ✓ Hire experts to support the collaborative development of all of the above

What is proposed?



Questions?





**Break
(10 min)**

Accelerate 30 by 30

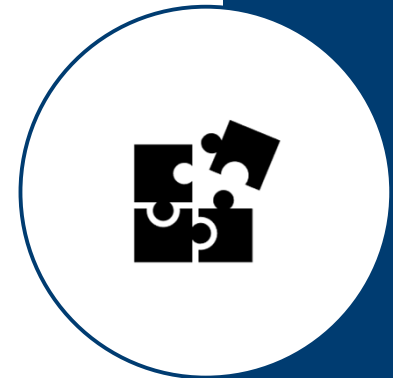
- **Under current strategic plan:**
 - SP3: Recruitment, retention, and professional development of women in the profession
 - OP3: Providing tools that foster excellence in practice and regulation
 - OP9: Promote diversity and inclusion
- **By end of 2021, we will have:**
 - Expanded the Champions network
 - Implemented the SP3 sub-strategy and action plans, and communications strategy
 - Initiated work on the QB guideline for engineers/firms
 - Completed report on regulators' best practices in EIT, licensure assistance, and employer awareness programs
 - Diversity and inclusion training module available to regulators

What are we doing?



Accelerate 30 by 30

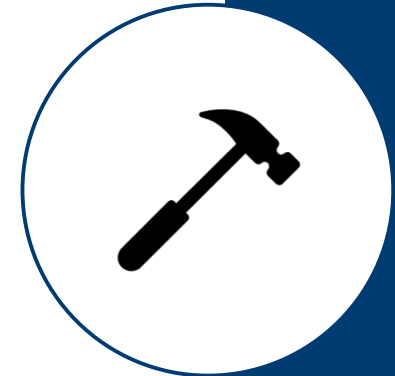
- Risk that 30 by 30 target will not be achieved
- Need to sustain momentum and continue supporting regulators while not duplicating efforts
- Little data, aside from data on gender, on feeder group and barriers to licensure
- EIT, licensure assistance, and employer awareness programs are offered by some regulators that could be used by others
- Results of 2020-2021 Engineers Canada research should be addressed, and recommendations implemented



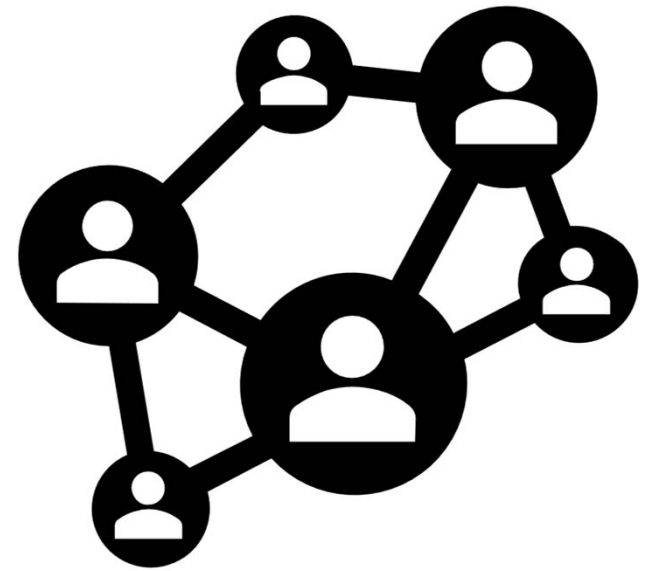
What is proposed?

Accelerate 30 by 30

- ✓ Organize an annual conference from 2023 onward to share innovative ideas and practices to increase recruitment and retention of women in engineering
- ✓ Expert to conduct research on demographics, barriers, intentions and perceptions of women who are graduates of engineering programs and/or eligible for licensure
- ✓ Implement research recommendations
- ✓ Convening regulators and facilitating information exchange among them on best practices for their EIT, licensure assistance and employer awareness programs
- ✓ Provide a 30 by 30 report card and needs assessment to interested regulators



Questions?



What is the issue?

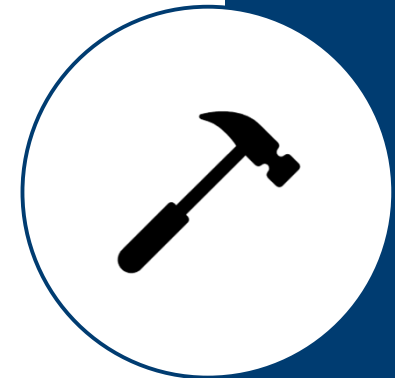
Foster trust and pride

- 2016 public perception study of engineering and other professions highlighted that public has moderate familiarity with engineers
- National data on public perception is outdated
- Little data about the perceptions of engineers, engineering students/graduates/EITs

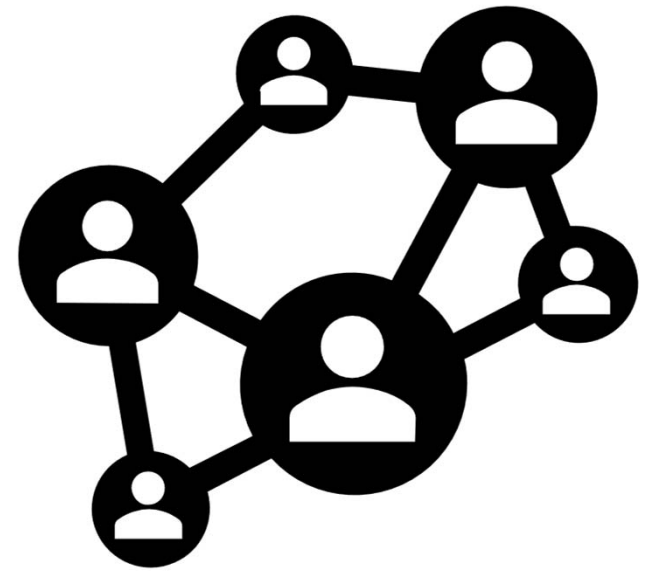


Foster trust and pride

- ✓ Launch a multi-year, multi-million-dollar national, co-branded marketing campaign
 - ✓ Conduct market research to confirm public perceptions of engineers and target audience
 - ✓ Develop national “value of licensure” messaging with regulators
 - ✓ Coordinate with existing regulator collaboration groups (e.g., outreach group, communications officials, 30 by 30 Champions)
- ✓ Undertake outreach programming in support of engineering graduates and EITs



Questions?



Increase harmonization and consistency

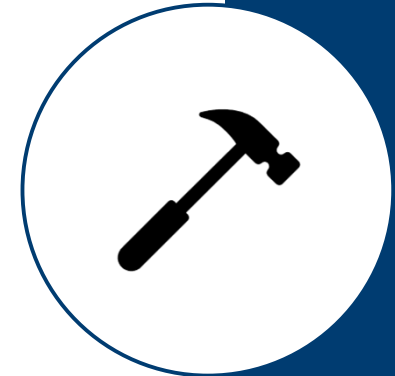
- Lack of understanding of success factors
- Lack of clear direction and criteria for harmonization
- Lack of understanding of regulators' barriers
- Lack of definition of harmonization or of focus areas



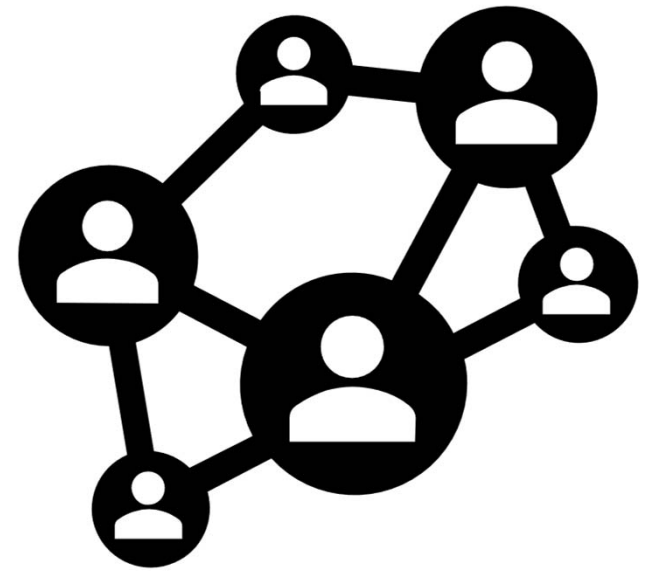
What is the issue?

Increase harmonization and consistency

- ✓ Collaboration with Officials Groups to identify barriers and opportunities
- ✓ Development of a national statement of collaboration by Engineers Canada directors, and consultation with regulators' councils to get commitment and direction for harmonization
- ✓ Identification of a specific area of harmonization for collaboration during the plan period



Questions?



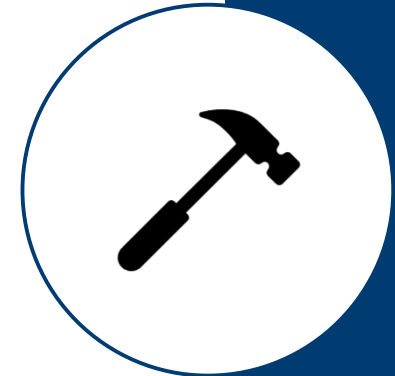
Adapt to emerging technologies

- Technology advances faster than legislative change
- Regulators can anticipate technology trends but are limited at predicting pace and can overestimate initial impacts while underestimating long-term effects
- Engineers may not understand/consider long-term professional and ethical obligations and impacts

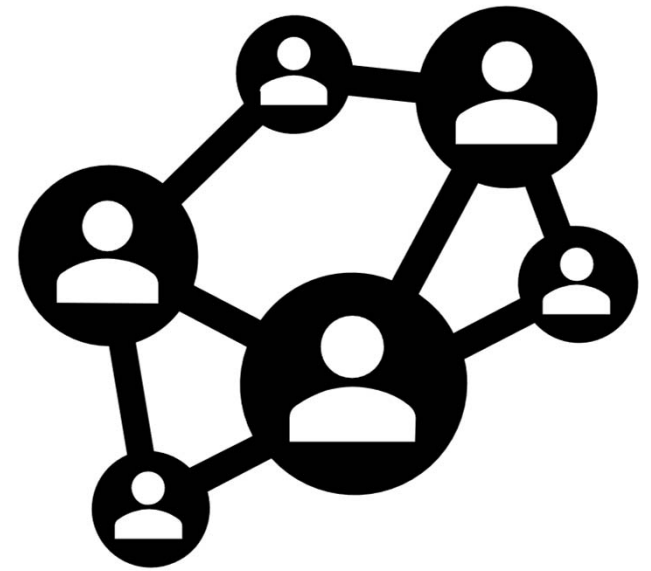


Adapt to emerging technologies

- ✓ Identify new and existing technologies that require application of engineering principles and will have an impact on public
- ✓ Continue to work with federal government to promote the role of engineers in these areas
- ✓ Provide guidance to engineers on responsibility and ethical obligations

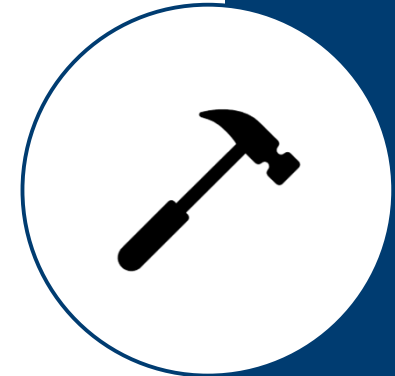


Questions?

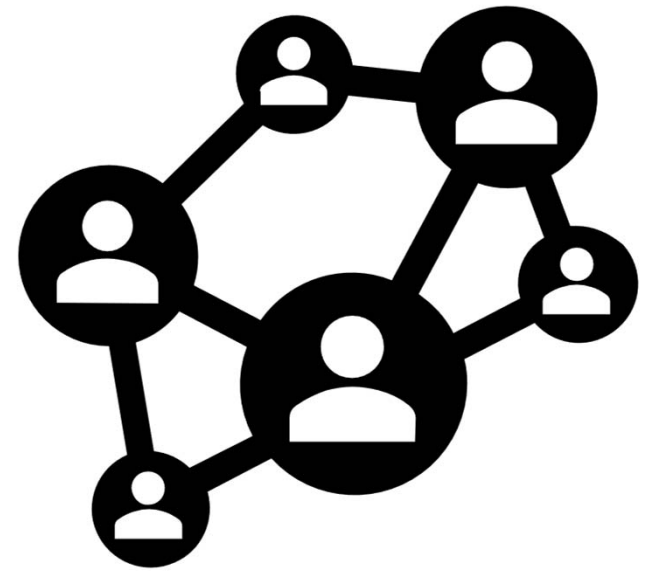


Continue commitment to excellence

- ✓ Achieve Platinum level certification from Excellence Canada by:
 - ✓ Conducting semi-annual self assessments
 - ✓ Conducting a readiness assessment
 - ✓ Developing submission, applying, and undergoing an audit
 - ✓ Enhancing practices according to results



Questions?



Funding the strategic priorities

- As per our net asset structure (approved by the Board in February 2020), internally restricted reserve funds exist to ensure stability, mitigate financial risks and fund strategic priorities
- Internally restricted reserve funds include a \$2M strategic priorities reserve
- Engineers Canada also has unrestricted reserves. By end of 2020, we estimate that these will total \$7.9M
- By the end of 2021, unrestricted reserves are projected to increase to \$9.8M (assuming PEO does not avail itself of the affinity revenues. We will know for certain if this is the case by the end of 2020)
- The total amount of unrestricted reserves can be lowered through reductions of the per capita assessment fee, through spending on strategic priorities, or both

Additional FTEs and cost estimate

- Staff put together a rough estimate, will be refined later

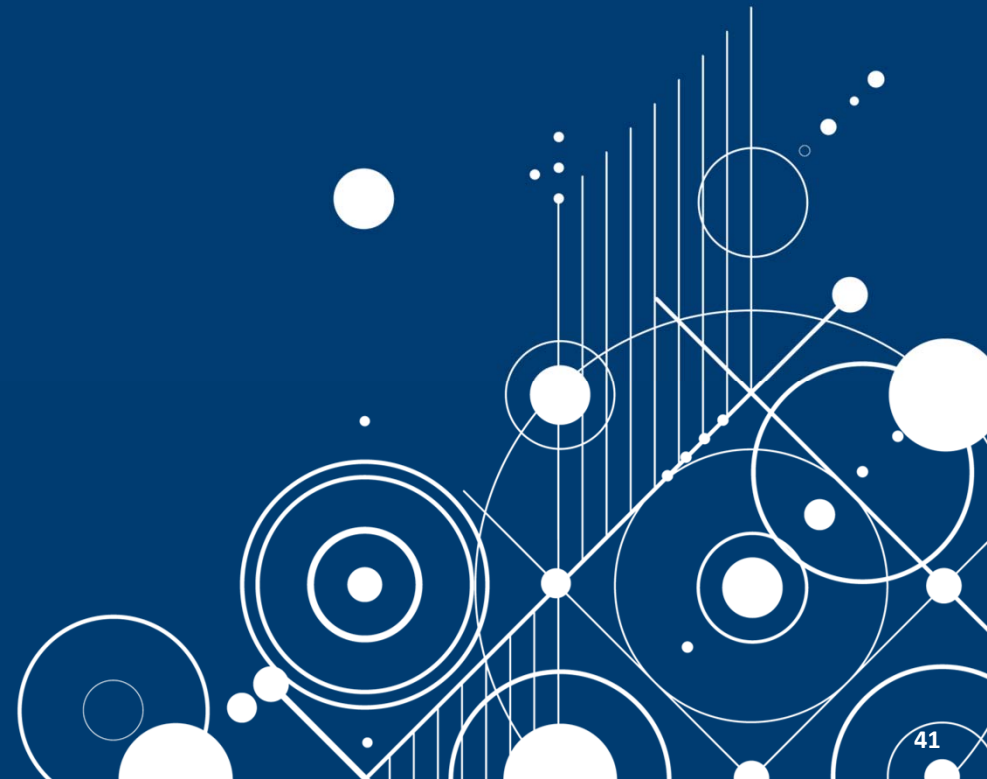
Title	2022	2023	2024
Strengthen foundation of accreditation	\$600,000	\$700,000	\$700,000
Accelerate 30 by 30	\$220,000	\$200,000	\$200,000
Foster trust and pride	\$580,000	\$2,710,000	\$2,710,000
Achieve harmonization and consistency	\$0	\$150,000	\$50,000
Reach financial sustainability	\$50,000	\$200,000	\$50,000
Adapt to emerging technologies	\$0	\$0	\$0
Continue commitment to excellence	\$0	\$0	\$0
TOTAL	\$1.45 M	\$3.96 M	\$3.71 M

Closing remarks and next steps

Jean Boudreau, FEC, P.Eng.

President, Engineers Canada

Chair of the Strategic Plan Task Force



Strategic planning process

