

CEO UPDATE

Kim Allen, FEC, P.Eng.
Chief Executive Officer, Engineers Canada
February 28, 2014

AGENDA

- Organizational alignment
- contribution based budgeting
- Achieving the Ends

ORGANIZATIONAL ALIGNMENT

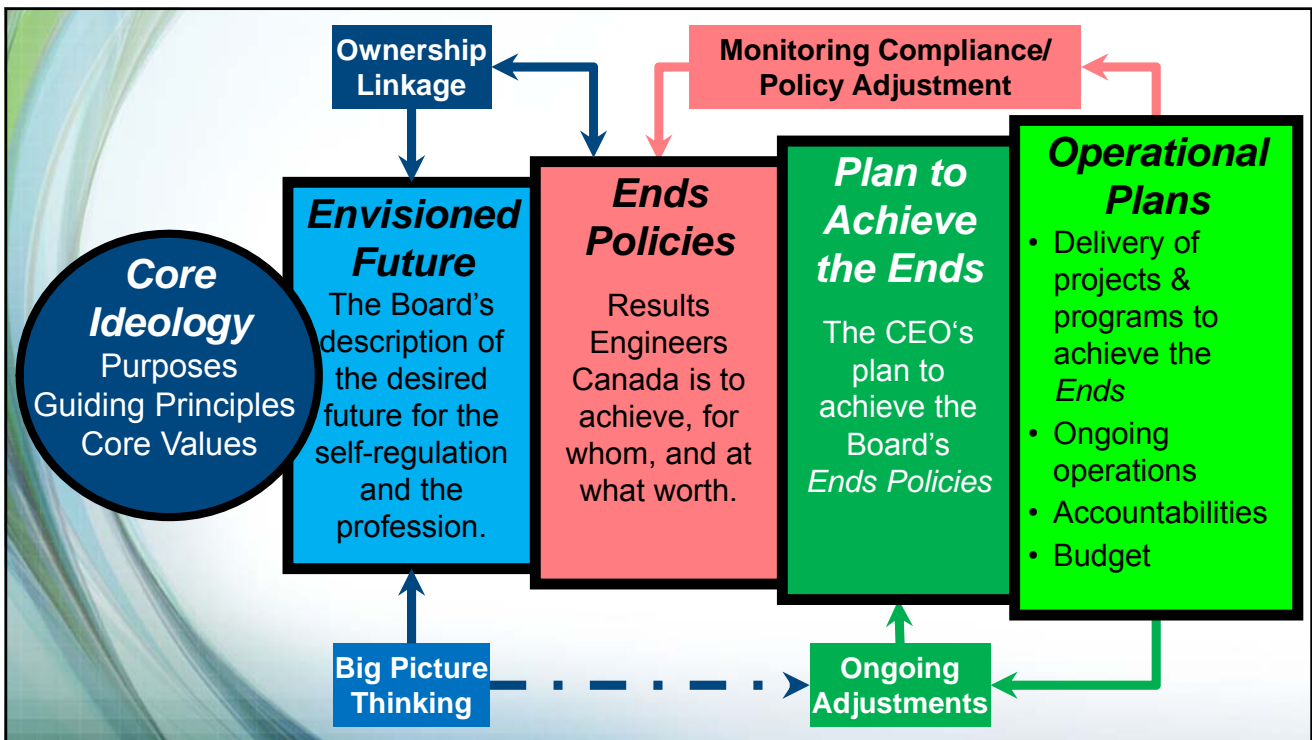
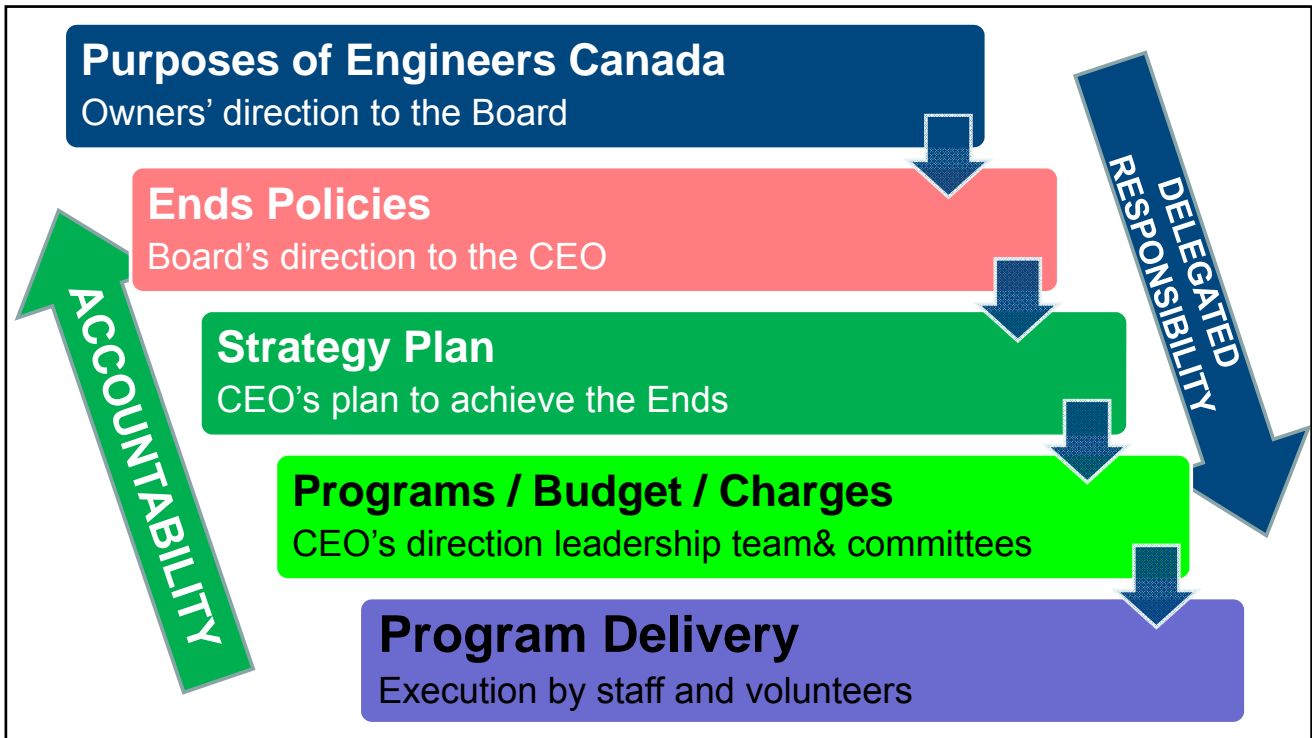
Individual accountabilities fully aligned with Ends policies



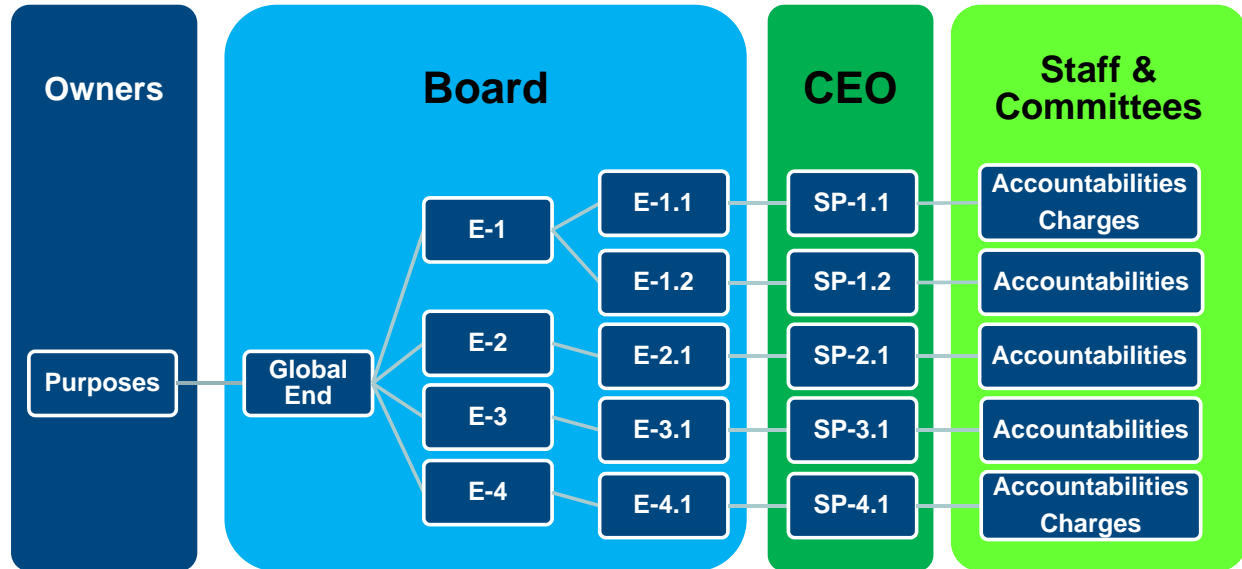
Alignment Means

That every human, organizational, technical and financial resource contributes to the achievement of our Ends ... in a fashion that is:

- demonstrable,
- measurable,
- efficient and effective, and
- in compliance with our principles, policies and constraints.



Achieving Alignment



Alignment Project - Completed Steps

- ✓ Objects were reviewed and re-approved by constituent associations in 2009
 - Became "purposes" in October 2013 when constituent associations approved the Articles of Continuance
- ✓ ENDS developed to align to purposes by Governance Committee – April 2013
- ✓ ENDS approved by Board in June 2013
- ✓ Board to review and develop an approach to deal with misaligned items at the workshop – August 2013

Alignment Project - Completed Steps

- ✓ Document the existing unit accountabilities
- ✓ Assess the contribution of those accountabilities
- ✓ Prepare initial contribution based budgets
- ✓ Identify new strategic initiatives and related accountabilities
- ✓ CEO drafts *Plan to Achieve the Ends* based on outcomes
 - Internal consultation

Alignment Project - Completed Steps

- ✓ Structure realigned to best deliver
- ✓ Group the accountabilities into new units
- ✓ Inventory the skills of Engineers Canada staff
- ✓ Organize into divisions and positions – create temporary assignments

Alignment Project – Next Steps

- Finalize job descriptions
 - Refine accountabilities and develop metrics
 - Rate jobs on new compensation structure
- Finalize contribution based budget
- Appointment to new positions – March 31, 2014

Organization to best achieve the Ends

- ✓ Ensure achievement of Ends by strategically and operationally aligning the available competencies
- ✓ Uniform processes and standards for the delivery of work
- ✓ Deliver excellent services by mobilizing the available competence





Regulatory Affairs

A team of professionals in assisting the engineering regulators in developing and using the best regulatory practices to protect and serve the public interest.

Vice President - Regulatory Affairs

Best Practices for Regulatory Consistency

E-1 - Consistency among the constituent associations' regulatory standards and practices to protect and serve the public interest is the highest priority among Ends.

E-4 - The public is not misled by persons improperly using engineering terms, titles, images, and words in federal corporations and trade-marks.

Practice Leads

- Assessments
 - Foreign Credential Recognition
- Accreditation
- Engineering and Public Policy
- Legal Services and Governance
- Mobility and International
 - Regulatory Enforcement
- Public Affairs
 - Government Relations
- Regulating the Practice
 - Canadian Framework for Licensure

Business Services

A team of professionals in promoting public awareness that engineers practise with competency and integrity, that their work benefits society, that engineering is an attractive profession and in providing support services to Engineers Canada programs and processes, constituent associations, and partners.

Vice President – Business Services

Enhancing the Profession to Secure Public Confidence

E-2 - The public has confidence that engineers practise with competency and integrity and recognize that their work benefits society.

E-3 - Engineering is recognized as an attractive profession.

Services, based on specialized knowledge, best practices, and technology to serve Engineers Canada programs and processes, constituent associations, and partners.

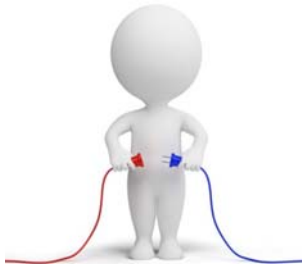
Practice Leads

- Affinity and Insurance Programs
- Communications
- Finance and Administration
- Human Resources
- Information Services
- Outreach and Affiliate Membership
 - Research and Diversity
- Project Management Office

Every organizational unit has 4 to 6 established “accountabilities”

- “Ensures that the accreditation of engineering programs is done in a consistent and timely manner that meets the academic requirements for licensure in Canada, immigration and Washington Accord standards.” *Vice President, Regulatory Affairs*
- “Conducts research and drafts materials related to the affinity programs.” *Associate, Affinity Programs*
- “Leads the development of a dynamic model of regulation for the engineering regulators to enhance their ability to regulate the practice of professional engineering, and to serve and protect the public interest.” *Practice Lead, CFL*

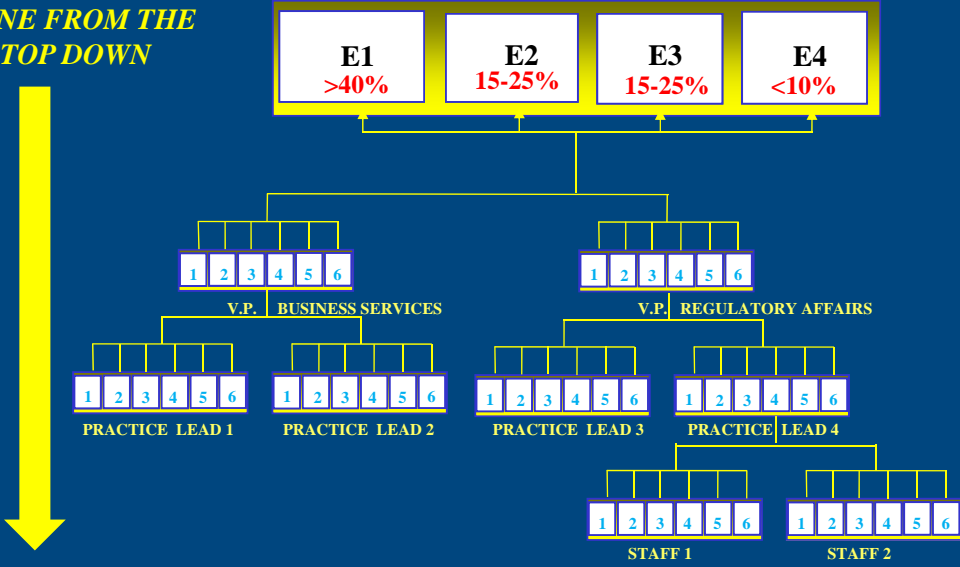
CONTRIBUTION BASED BUDGETING



Ensuring that every human, organizational, technical and financial resource contributes to the achievement of our Ends in a fashion that is: demonstrable, measurable, efficient and effective, and in compliance with our principles, policies and constraints.

CONTRIBUTION BASED BUDGET IS FIRST DONE FROM THE TOP DOWN

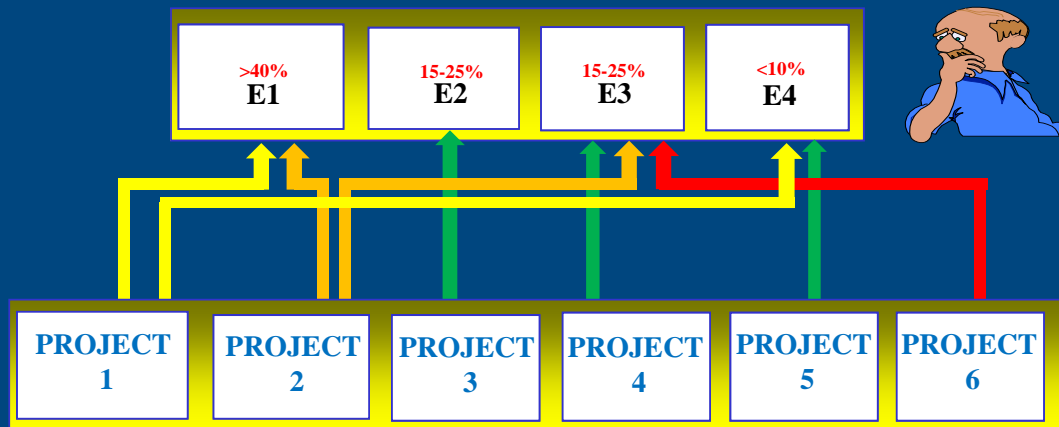
BUDGET ASSIGNMENTS ARE THEN DONE FROM THE BOTTON UP



Selection of Projects

- Based on what set of projects will best contribute to the Ends
- In addition to the usual cost/benefit analysis and risk analysis

PROPOSED PROJECTS WILL BE PRIORITIZED BASED UPON THEIR CONTRIBUTIONS TO ENDS



(IN ADDITION TO THE USUAL COST/BENEFIT ANALYSIS AND RISK ANALYSIS ...)

ACHIEVING THE ENDS

The CEO's Strategic Plan



Plan Structure

- Living document
- Section for every Ends policy
 - CEO interpretation
 - Strategies and tactics to achieve the End
 - Ongoing accountabilities
- Ideas always welcome, 44 pages so far
 - Incorporates ideas from “Big Picture Thinking”

Achievement of the Global End is the chief executive officer's prime function and accountability

- a) Consult broadly to identify strategies and tactics and ongoing accountabilities to achieve the Ends.
- b) Select the set of activities that best achieves the Ends within the resource distribution found in the Ends policies and the Executive Limitations.
- c) Maintain a well-managed and efficiently resourced professional organization that serves the constituent associations well.
- d) Create a motivating, high performance work environment where staff, the Board and volunteers can flourish.
- e) Establish financial priorities to support the achievement of the Ends.

The eight additional strategic and tactics under the Global End

- 1. Align the organization to achieve the Ends.
- 2. Implement a structure that supports both operational accountabilities and projects.
- 3. Develop strategies, project plan, work plans and deliverables to achieve the Ends.
- 4. Develop an assessment ranking matrix that rates the likelihood of an activity contributing to the Ends and the impact of that contribution.
- 5. Expand the resources available to achieve the Plan.
- 6. Seek out and fosters participation in international organizations and encourage Canadian engineering organizations to do the same.
- 7. Develop systems to track resource utilization at the first level Ends.
- 8. Establish means to measure the value for each activity.

Consultation

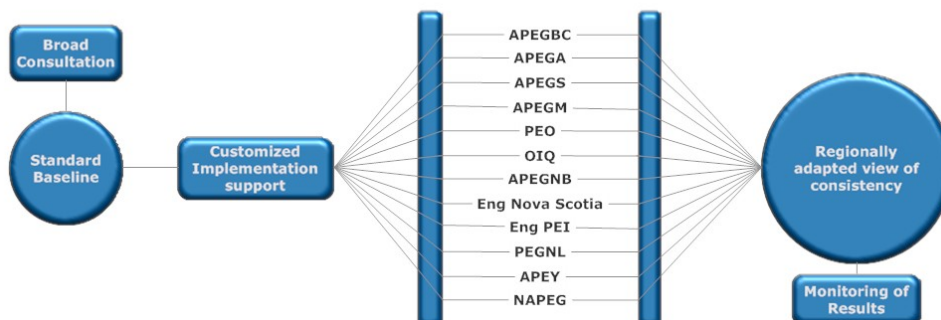
Broad consultation

- Practice leads to refine
- Circulate to operational committees, with request for comments on specific sections related to their work
- Seek input from the Board and constituent associations (to be posted on members' side of website)

From one solution view:



To a customized solution view:



Ideas, Questions & Comments

