



Strategic Planning Maintaining Regulators' Buy-In

Linkages Task Force
May 25, 2016

Purpose

- to encourage discussion around the development of an effective process that creates and maintains a strategic plan that is supported by the regulators.

Necessary Condition for Success

- Buy-in from Board members and from the regulators is essential to the success of Engineers Canada. Without clarity and buy-in regarding its long-term goals, Engineers Canada cannot be successful.



Strategic Plan

- The Board is striving, with the regulators, to develop a shared future vision that advances the engineering profession and its self-regulation.
- This inspired vision will be captured in the Engineers Canada Strategic Plan.
- Our profession must adapt to evolving public expectations by being flexible, consultative, outcome focused, proactive and encouraging of creativity and innovation.



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Planning Process

- Be flexible to respond to emerging trends.
- Unite the profession to work together to identify issues and implement effective solutions.
- Determine the roles and responsibilities for the regulators and Engineers Canada to drive change.



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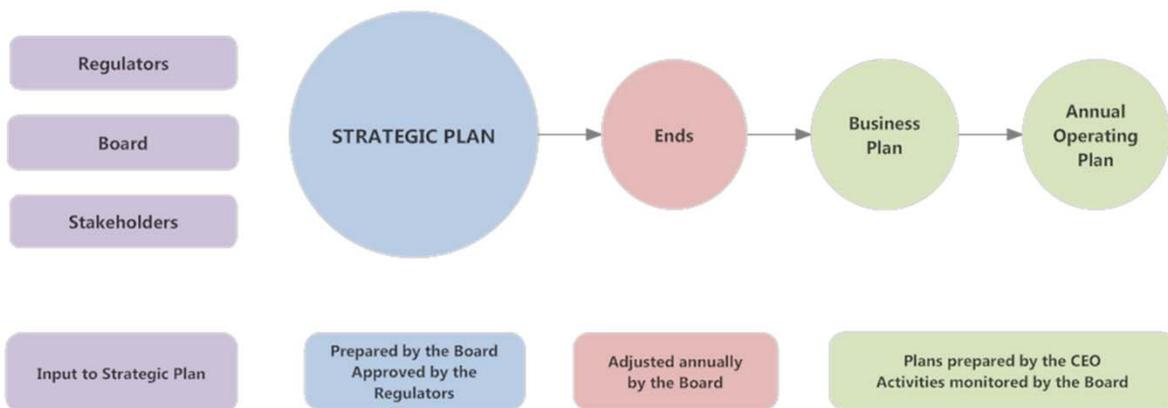
Roles

- The regulators set out the purposes of Engineers Canada in the articles of incorporation.
- The Board creates a future vision for the profession and develops a strategic plan to achieve it
- The regulators approve the strategic plan.
- The Board adjusts the Ends and other policies which govern the actions of Engineers Canada.
- The CEO is charged with achieving the Ends within the limitations set by the Board, and the Board monitors the CEO's activities.



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Inputs to Delivery



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Tools to Gain Insights

Environmental scan – biannual PESTLE (P for Political, E for Economic, S for Social, T for Technological, L for Legal and E for Environmental) consultation with stakeholders in the profession. It gives a bird's eye view of the whole environment from many different angles that one wants to check and keep a track of while contemplating on a certain idea/plan.

Linkages activities – Linkage Plan (GP-11.1)

Big Picture Thinking – opportunity to synthesize data to:

- Identify the overarching patterns and themes in the world outside Engineers Canada.
- Discern strategic insights by “connecting all the dots.”
- Develop appropriate responses to trends and emerging issues to describe what will be different in the future because of the work of Engineers Canada.



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Board workshop

- In depth discussions to reflect on emerging trends, strategic forecasting, adjustment to Ends

Open Forum sessions

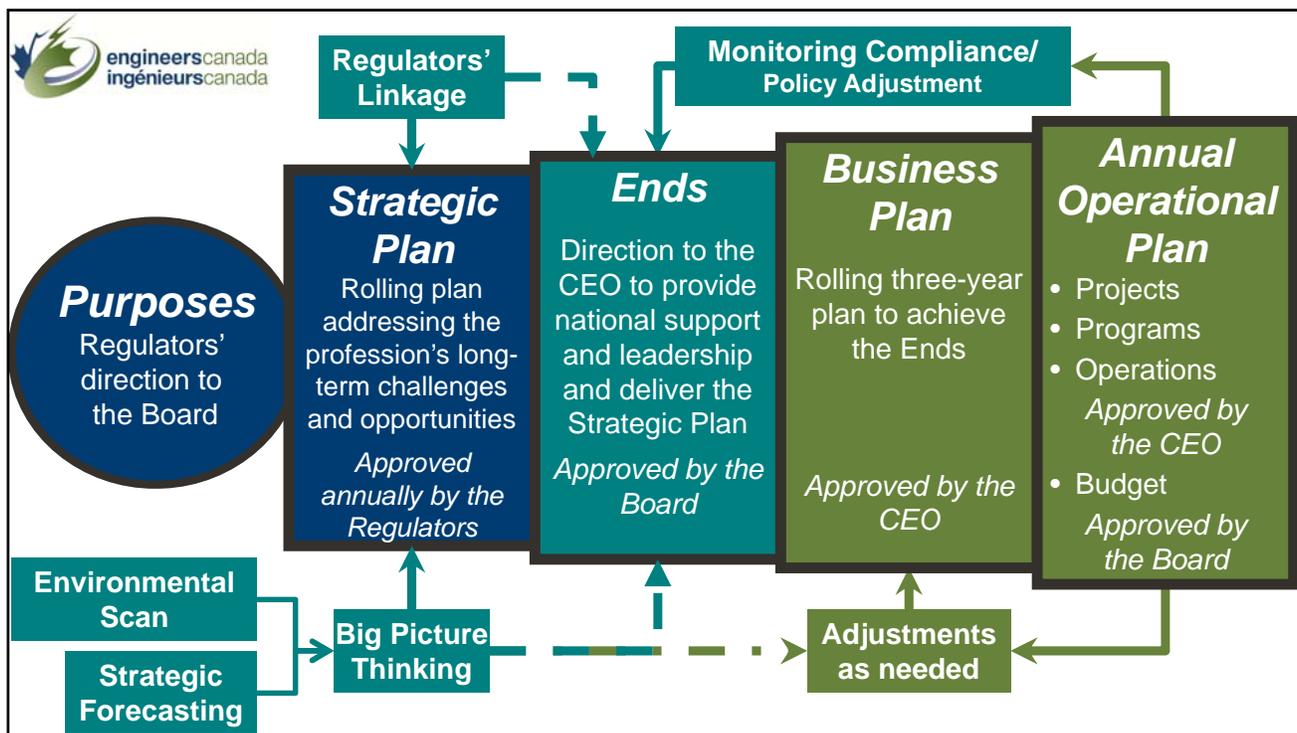
- opportunity for the presidents, CEOs, Board and other key stakeholders to share ideas, opportunities and challenges, seek broad input to strengthen the profession, promote open and transparent communications, and encourage a full understanding of national issues.

Assembly of Members – for consideration

- Broader engagement from Regulators Boards and Councils to debate issues and develop a sense of common directions



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Recommendations

- a) THAT the strategic plan is considered, adjusted and reconfirmed annually by the regulators at the Annual Meeting of Members.

Recommendations

- b) THAT an item be added to EL-7 Communications and Support to the Board that requires the CEO to synthesize inputs, develop a draft, and report on measurable progress on achieving the strategic plan.



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Recommendations

- c) THAT the Board use Big Picture Thinking discussions to explore new concepts and the Board and the regulators use Open Forum discussions as an opportunity to synthesize data.



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Recommendations

- d) THAT the Board reflect on the following key questions at the annual workshop:
- What challenges, opportunities and needs have the regulators identified through the Linkages consultations that we should be incorporating into the Strategic Plan?
 - What are the emerging trends?
 - Where is the profession today?
 - Where is self-regulation of the profession today?
 - What is our envisioned future?
 - What is the achievable future we want to articulate in our Ends which is consistent with our Strategic Plan?



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Recommendations

- e) THAT a policy conference be held in conjunction with the Annual Meeting of Members where members of the regulators' governing bodies and key



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What are your two or three grand aspirations that you have for the profession?

Please write them on the paper provided and leave them on your table.
Please note the prospective of the aspiration (i.e. President, Engineer, Student, etc.)

Sample Aspirations

- That engineers take ownership of the whole impact of their work (social, environmental, economic, etc.).
- Engineers see leadership as a process not a position.
- Canadian engineers design an approach to natural resources exploitation/extraction that respects/supports diversity, community and environment.
- Engineering curriculum and education that has the capacity to evolve quickly along with society.

