



Developing Engineers Canada Strategic Plan

Desired Outcome:

Regulators and Board members have evidence that **Engineers Canada is working on the right things** to provide national support and national leadership to the engineering profession on behalf of its members, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada.

Necessary Condition for Success

- Buy-in and commitment from:
 - Regulators
 - Board (Directors and Advisors)

With clarity, buy-in and commitment regarding its long-term goals, Engineers Canada will be successful.



Strategic Plan



Bylaw Requires a Board Recommendation (s. 5.8)

- The Board must create and recommend a Strategic Plan to the Members.

What will Success Look Like?

- The Plan is a shared future vision that advances the engineering profession and its self-regulation
- Engineers Canada implements the Plan
- The profession is inspired to help achieve the Plan

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Agreement at May 2016 Open Forum

- The strategic plan will be considered, adjusted and reconfirmed at the *Annual Meeting of Members*
- *Big Picture Thinking* discussions will be used to explore strategic concepts
- Open Forum discussions are an opportunity to synthesize data
- Annually, at its workshop, the Board will reflect on the challenges, opportunities and needs identified through the Linkages consultations, emerging trends, *Big Picture Thinking*, environmental scan, etc. that should be considered for the Strategic Plan
- Our planning process needs to be flexible to respond to emerging trends

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Responsibilities

The Regulators

- set out the purposes of Engineers Canada in the articles of incorporation
- **annually** approve/reconfirm the strategic plan

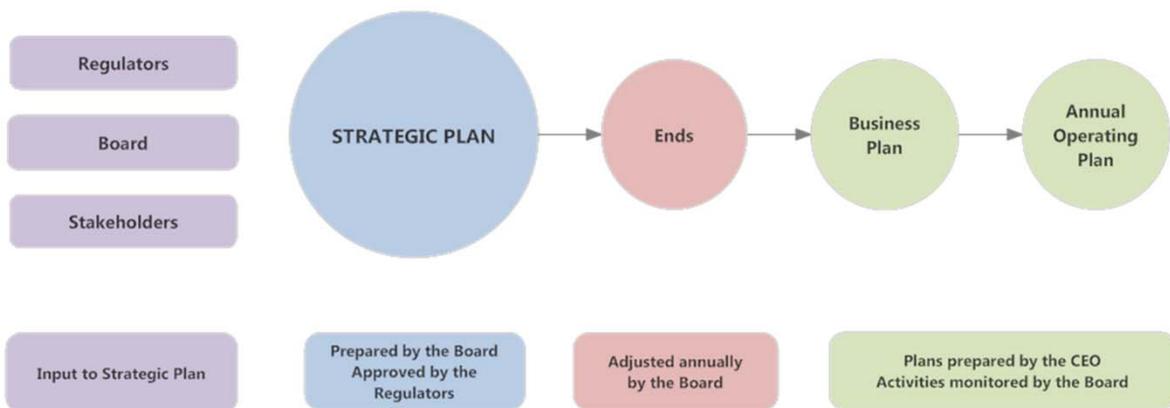
The Board

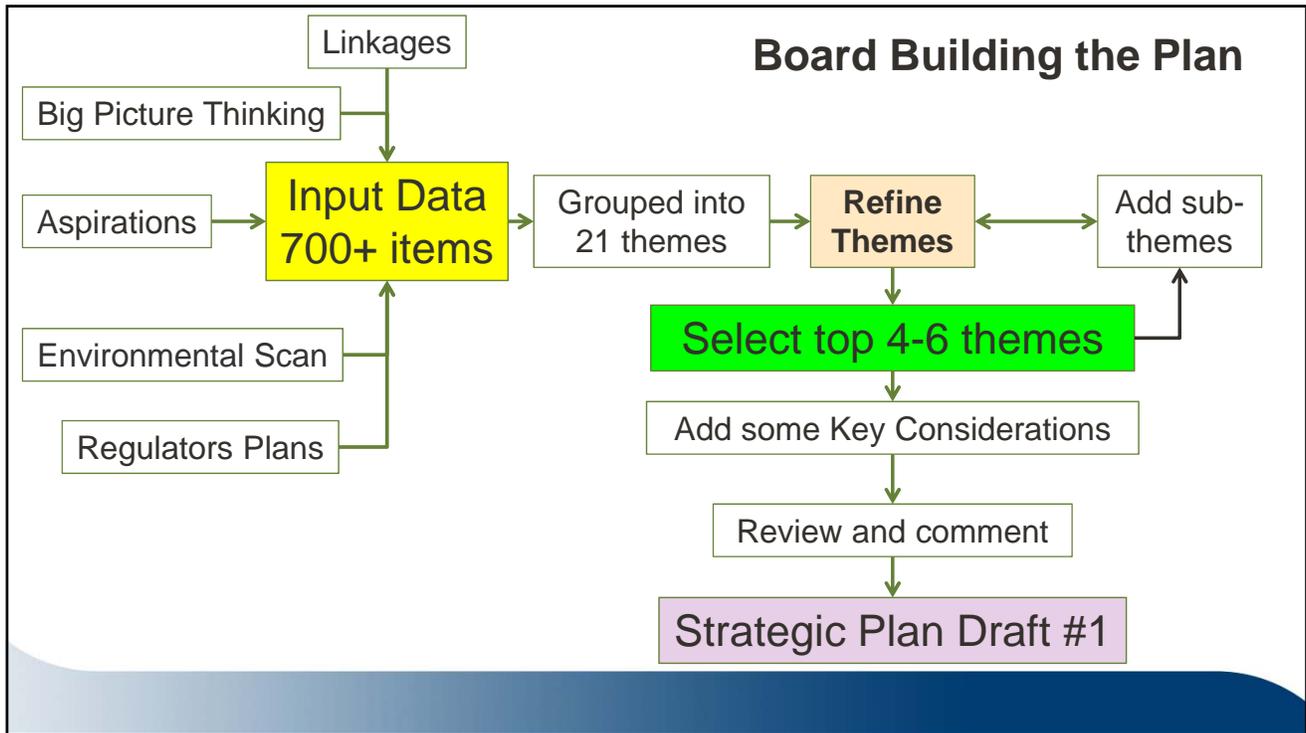
- create a shared future vision for the profession
- develop a strategic plan to achieve the vision
- effective linkage with the Regulators
- direct the CEO through the Ends and other policies
- hold the CEO accountable through the monitoring reports

The CEO

- achieve the Ends within the limitations set by the Board

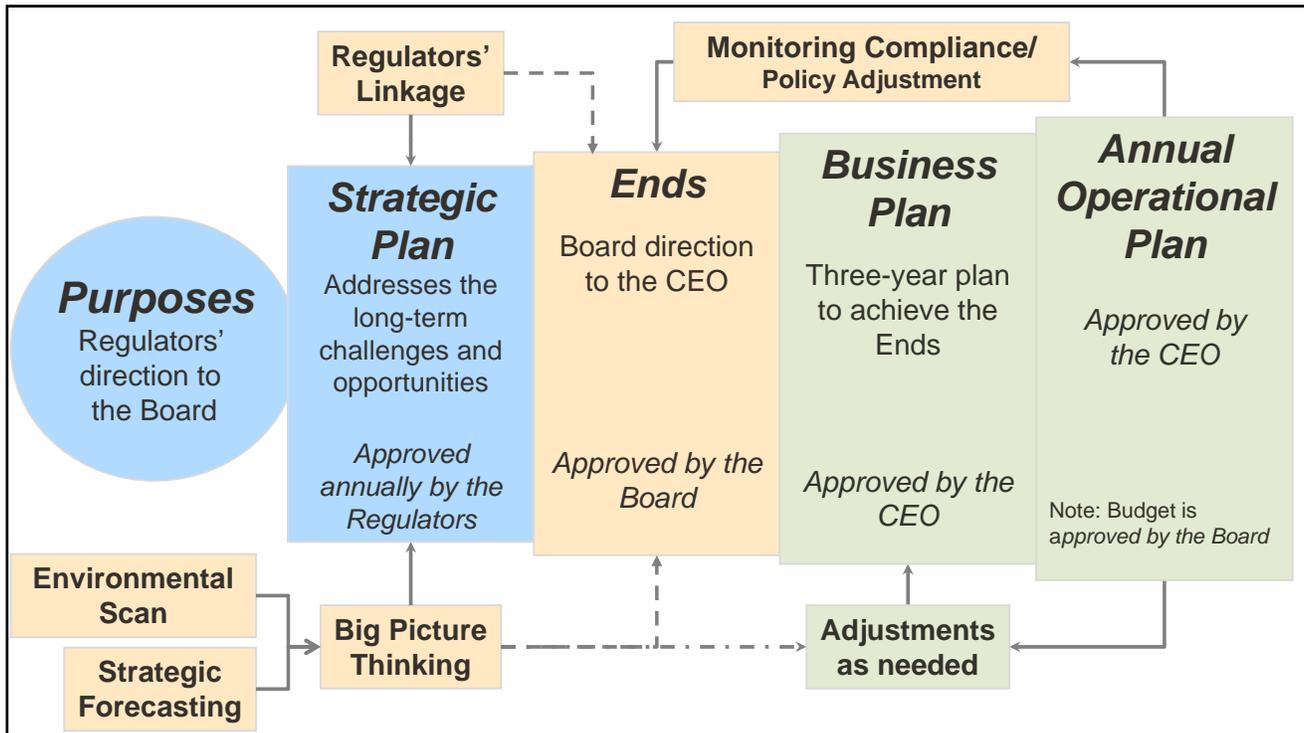
Inputs to Delivery





Strategic Plan Timetable

June 2016	1 st draft - Board considered over 700 inputs
August 2016	2 nd draft - Board reviewed 1 st draft & provided feedback
Sept. 27, 2016	Open Forum discussion on the planning process
Dec. 19, 2016	Comments from Board member consultations on 2 nd draft are received
Feb. 28, 2017	3 rd draft, with measurements, is presented at the Open Forum
April 15, 2017	Comments from the Regulators on 3 rd draft are received
May 25, 2017	Final draft is presented at the Open Forum
May 26, 2017	Board recommends Plan for approval by Members
May 27, 2017	Members approve Strategic Plan



The Strategic Plan

Working Document

Plan Structure

Six Themes

- Sub-themes
 - Desired Outcome – *What do we want the future to look like?*
 - Key Considerations
 - Measures - KPIs (To be developed with Draft #3)

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1. National Voice

#	Sub-theme	Desired outcomes
1.1	Government relations	<ul style="list-style-type: none"> • Well-established relationships with parliamentarians and public servants • Parliamentarians and public servants see Engineers Canada and the engineering profession as a societal leader
1.2	Public awareness	<ul style="list-style-type: none"> • Engineers and the engineering profession's profile with the public are enhanced • Public is aware of engineers and how they serve the public • Engagement and education of the public interest role of engineers

1. National Voice

#	Sub-theme	Desired outcomes
1.3	Public confidence	<ul style="list-style-type: none"> The public values engineers as societal leaders
1.4	Public policy	<ul style="list-style-type: none"> Positions statements on significant issues relevant to the profession are used in policy-making Government is aware of Engineers Canada's positions statements Government seeks input from Engineers Canada in the policy-making process

2. Public protection

#	Sub-theme	Desired outcomes
2.1	Demand-side Legislation	<ul style="list-style-type: none"> Increased scopes of practice where a licence is mandated Replacement of the QP (qualified person) regime with licensed professional Enforcement where QP falls within the definition of engineering Adoption of the national definition of engineering
2.2	Self-regulation	<ul style="list-style-type: none"> Self-regulation of engineering is viewed by governments as the most effective way to protect and serve the public interest

3. Proactive regulation and integrity

#	Sub-theme	Desired outcomes
3.1	Ethics	<ul style="list-style-type: none"> Engineers and permit holders are accountable for their ethical conduct Engineers and permit holders have a consistent understanding of ethics Engineers are perceived by the public as ethical Legislation provides stronger protection for whistleblowers All engineers are protected by the national whistleblower protection program/insurance

3. Proactive regulation and integrity

#	Sub-theme	Desired outcomes
3.2	Promising practices	<ul style="list-style-type: none"> Promising practices developed by regulators are captured and shared by Engineers Canada Regulators are assisted in the adoption of promising practices by Engineers Canada Regulators are aware of relevant promising practices of international engineering bodies Regulators feel Engineers Canada is supporting them in their role as regulators

3. Proactive regulation and integrity

#	Sub-theme	Desired outcomes
3.3	Quality assurance	<ul style="list-style-type: none"> Engineers offer services, advise on or undertake engineering assignments only in areas of their competence Engineers practise in a careful and diligent manner Engineer view their continuing professional development (CPD) as being meaningful Public is confident that engineers sustain their competency

4. Valued profession

#	Sub-theme	Desired outcomes
4.1	Licensed engineers valued by society	<ul style="list-style-type: none"> Clients perceive hiring an engineer as an investment rather than a cost Canadians know that a licence is required to practice engineering Children and youth understand what engineering is
4.2	Pride in the profession	<ul style="list-style-type: none"> Engineers promote the value of the profession to society Strategies to achieve job satisfaction to retain engineers in professional practice Transparency to the public regarding the expertise of each engineer

5. Societal leadership

#	Sub-theme	Desired outcomes
5.1		<ul style="list-style-type: none"> • Engineers understand the need to lead, innovate and drive • Engineers are actively engaged in solving society's problems • Engineers consider social and environmental impacts • Engineers improve the quality of life through the work they do • Engineers inspire children and youth • Engineers drive economic growth

6. Diversity and inclusion

#	Sub-theme	Desired outcomes
6.1	Attraction	<ul style="list-style-type: none"> • 30 percent of newly licensed engineers are women by 2030 • The number of engineering graduate who are Indigenous Peoples doubled by 2030
6.2	Retention	<ul style="list-style-type: none"> • Women and Indigenous Peoples who are EITs become licensed at a rate that exceeds the average of the profession • Women and Indigenous Peoples remain in practice 10 years after licensure at a rate that exceeds the average of the profession

Next Steps

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Lines of Inquiry

with key stakeholders

Who Consults with Who for the Strategic Plan

Board Member	Essential	Desirable
Director	Regulator Council/Board	Regulator CEO & staff
Advisors		
AB chair	AB	
QB chair	QB	sub-committee chairs
CEO Group chair	CEOs	
NCDEAS chair	Deans	
CEO	Staff	operational committees CFES, ACEC NAOG, NDEO, NPOG

Lines of Inquiry:



Is there anything missing in ...

- section 1 – *National Voice?*
- section 2 – *Public protection?*
- section 3 – *Proactive regulation and integrity?*
- section 4 – *Valued Profession?*
- section 5 – *Societal Leadership?*
- section 6 – *Diversity and Inclusion?*



Thank You