



Developing Engineers Canada Strategic Plan

Strategic Plan



Bylaw requires a board recommendation (s. 5.8)

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

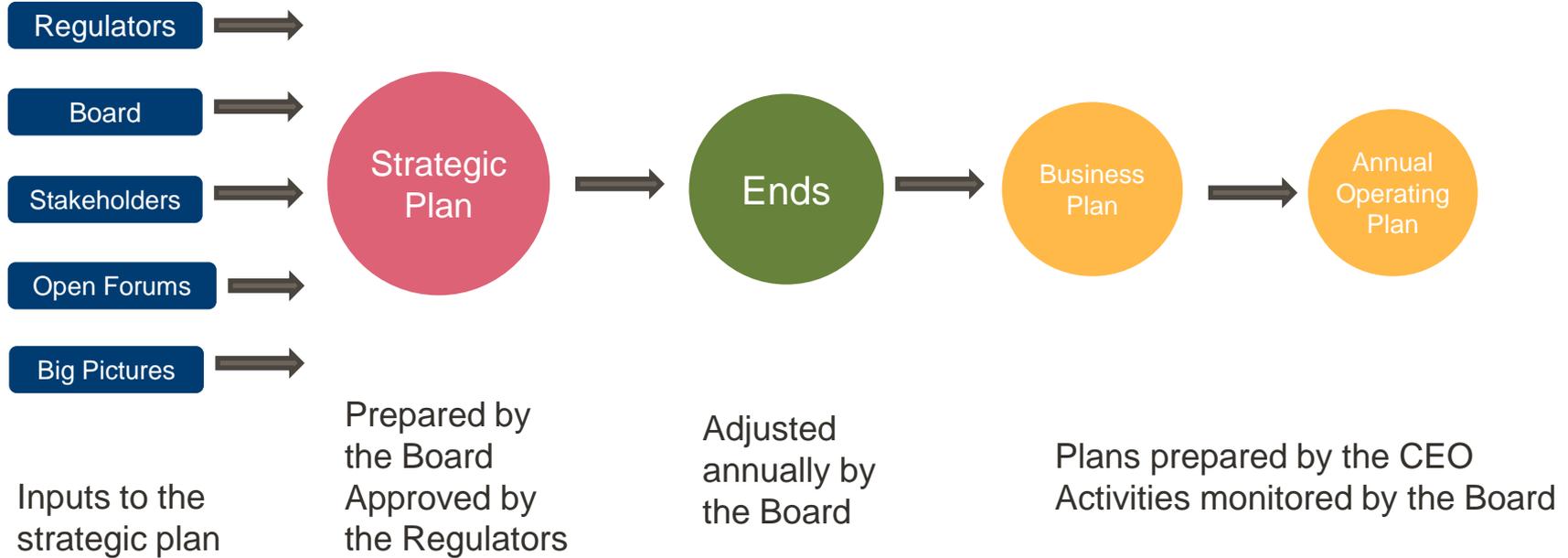
What will success look like?

- The Board creates the Plan, as a summary of all input gathered
- The member regulators confirm and support the Plan
- Engineers Canada implements the Plan
- The profession is inspired to achieve the Plan

The Annual Process

- *Big Picture Thinking* and *Open Forum* discussions are used to explore strategic concepts
- The strategic plan is **updated** by the Board and improved through consultation with the Regulators and other stakeholders
- The updated strategic plan is **recommended** by the Board at the May meeting
- The strategic plan is considered, adjusted and **approved** at the May *Annual Meeting of Members*
- The Board reviews the Ends at the June workshop, to ensure alignment with the approved strategic plan
- Engineers Canada develops and monitors a multi-year Business Plan and an Annual Operating Plan to achieve the Ends

The Annual Process



Responsibilities

The Regulators

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

The Board

- Linkage with the Regulators and other stakeholders
- Create a shared future vision for the profession
- Develops a strategic plan summarizing all inputs and consultations
- Develop the Ends
- Direct the CEO via the Ends and Executive Limitations
- Hold the CEO accountable via the monitoring reports

Strategic Plan Timetable 2016/2017

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
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The Strategic Plan

Draft 3

Updates and Feedback Received



- Potential **indicators** have been added to each sub-theme
 - These includes changes, trends and measured, not specific targets
- A **preamble** has been added to clarify that the role of Engineers Canada is to support the regulators
- Regarding sub-theme **3.3 Quality Assurance**, this has been further clarified with a note that Engineers Canada supports the regulators' work in this area

Plan Structure

- **Preamble** explains the purpose and role of Engineers Canada – **NEW!**
- Six **Strategic Directions** with sub-themes
- **Desired Outcome** – *What do we want the future to look like?*
- **Indicators** – *How will we track progress?* – **NEW!**
- **Key Considerations / current activities** – *What actions must be undertaken or are already underway?*

Preamble - *NEW*

Engineers Canada's purpose is 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. This strategic plan lists the strategic direction and desired outcomes that Engineers Canada seeks to achieve, working with and for its owners, the engineering regulators.

1. National Voice

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• Trends of parliamentarians and key public servants
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	<ul style="list-style-type: none">• Trends of public perceptions

1. National Voice

Sub-theme	Desired outcomes	Indicators
1.3 Public confidence	<ul style="list-style-type: none">• The public values engineers as societal leaders	<ul style="list-style-type: none">• Trends of public perceptions
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	<ul style="list-style-type: none">• Trends of issues and position statements developed• Trends of requests for input, responses to consultations, policies using engineering input

2. Public protection

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• National demand-side legislation increasingly reflects the expertise of engineers• XX regulators adopt the national definition of the practice 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	<ul style="list-style-type: none">• Trends of parliamentarians and senior public servants• Trends of licence holders

3. Proactive regulation and integrity

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• Trends of final year students• Trends of licence holders• XX regulators have adopted the national code of ethics• XX regulators have included ethical training in their mandatory CPD programs

3. Proactive regulation and integrity

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• Participation/usage rates for identified “promising practices”:• OQM• Competency-based assessment• Framework elements• QB documents• Other practices identified by EC or the regulators

3. Proactive regulation and integrity

Sub-theme	Desired outcomes	Indicators
3.3 Quality assurance	<p data-bbox="338 267 1072 376">Engineers Canada supports the regulators to ensure that:</p> <ul data-bbox="338 382 1091 1010" style="list-style-type: none"><li data-bbox="338 382 1091 606">• Engineers offer services, advise on or undertake engineering assignments only in areas of their competence<li data-bbox="338 611 1091 726">• Engineers practise in a careful and diligent manner<li data-bbox="338 731 1091 900">• Engineer view their continuing professional development (CPD) as being meaningful<li data-bbox="338 906 1091 1010">• Public is confident that engineers sustain their competency	<ul data-bbox="1130 267 1787 376" style="list-style-type: none"><li data-bbox="1130 267 1787 322">• Trends of public perceptions<li data-bbox="1130 327 1787 376">• Trends of licence holders

4. Valued profession

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• Participation rates for Future City, and other elementary school outreach programs• Trends of public perceptions
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	<ul style="list-style-type: none">• Trends of licence holders• Online registers with practice details

5. Societal leadership

(no sub-themes)

Desired outcomes

- 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

Indicators

- Trends of licence holders

6. Diversity and inclusion

Sub-theme	Desired outcomes	Indicators
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	<ul style="list-style-type: none">• Membership survey results• Enrolment and degrees granted report• Some measurement tools may need to be developed.
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	<ul style="list-style-type: none">• No measurement tools currently exist. To be further investigated.

Next Steps

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Thank You