

AGENDA

231st ENGINEERS CANADA BOARD MEETING

February 28, 2025 | 9:00am – 5:00pm ET

Hybrid delivery: Ottawa Sheraton Hotel, Ottawa, ON | Zoom

Reference materials: [Board Policy Manual](#) | [Bylaw](#) | [Corporate Risk Profile](#) | [Strategic Plan](#)

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| 1. Opening (9:00-9:10am) |
| <p>1.1 Call to order and approval of agenda – M. Wrinch (pages 1-4) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i></p> |
| <p>1.2 Declaration of conflict of interest (pages 5-7)</p> |
| <p>1.3 Review of previous Board meeting – M. Wrinch (pages 8-9)</p> <p>a) Action item list b) Board attendance list</p> |
| 2. Executive reports (9:10-10:40am) |
| <p>2.1 President’s report – M. Wrinch (verbal)</p> |
| <p>2.2 CEO update – P. Rizcallah (slides)</p> |
| <p>2.3 CEO Group report – P. Mann (slides)</p> |
| <p>2.4 Presidents Group report – D. Follet (slides)</p> |
| 3. Consent agenda (10:40-10:45am) |
| <p>Board members may request that an item be removed from the consent agenda for debate and deliberation. <i>THAT consent agenda items 3.1 to 3.2 be approved.</i></p> |
| <p>3.1 Approval of minutes (pages 10-17) <i>THAT the minutes of the December 9, 2024 Board meeting be approved.</i></p> |
| <p>3.2 Approval of the Governance Review Task Force work plan (pages 18–20) <i>THAT the Board approve the Governance Review Task Force work plan.</i></p> |
| Break (10:45-11:00am) |
| 4. Board business/required decisions (11:00-12:00pm) |
| <p>4.1 Annual Strategic Performance Report – P. Rizcallah (pages 21-41) <i>THAT the Board approve the 2024 Annual Strategic Performance Report, for circulation to the Members for information at the 2025 Annual Meeting of Members.</i></p> |
| <p>4.2 Realizing accreditation and academic assessments – P. Rizcallah (pages 42-43)</p> |
| <p>4.3 Governance Committee report – S. Larivière-Mantha (slides)</p> |
| <p>4.4 Board policy updates – S. Larivière-Mantha (pages 44-60) <i>THAT the Board, on recommendation of the Governance Committee:</i></p> <p>a) <i>approve the following revised Board policies:</i></p> <p>i. 5.2, Treatment of staff and volunteers iv. 9.2, Qualifications Board guidelines ii. 6.12, Human Resources Committee terms of reference v. 9.3, National position statements iii. 7.1, Board, committee, and other volunteer expenses</p> |
| <p>4.5 Governance Review Task Force report – C. Bellini (slides)</p> |

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| Lunch (12:00-1:00) | |
| Board business/required decisions cont'd (1:00-2:15pm) | |
| 4.6 HR Committee report – N. Hill (slides) | |
| 4.7 2025 CEO objectives – N. Hill (pages 61-67) <i>THAT the Board, on recommendation of the three presidents, approve the 2025 CEO objectives.</i> | |
| 4.8 FAR Committee report – M. Rose (slides) | |
| 4.9 CEAB – J. Pieper (slides, pages 68-71) <ul style="list-style-type: none"> • Report • Work plan <i>THAT the Board approve the Ongoing operational work, Procedural work, and Policy and criteria work sections of the 2025 CEAB work plan.</i> | |
| 4.10 CEQB report – F. Collins (slides) | |
| 4.11 Board's 30 by 30 Champion – T. Joseph (slides) | |
| 5. Next meetings (2:15-2:20pm) | |
| Board meetings | |
| <ul style="list-style-type: none"> • April 2, 2025 (virtual) • May 23, 2025 (Vancouver, BC) | <ul style="list-style-type: none"> • June 16, 2025 (Waterton, AB) |
| 2024-2025 committee and task force meetings | |
| <ul style="list-style-type: none"> • FAR Committee: March 6, 2025 (virtual) • Governance Committee: March 11, 2025 (virtual) • Governance Review Task Force: March 14, 2025 (virtual) • HR Committee: April 1, 2025 (virtual) | <ul style="list-style-type: none"> • FAR Committee: May 9, 2025 (virtual) • All 2025-2026 committees and task forces: June 16, 2025 (Waterton, AB) |
| 6. In-camera sessions (2:20-3:20pm) | |
| 6.1 Board Directors, Direct Reports and CEO Group Advisor <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary, and the CEO Group Advisor.</i> | |
| 6.2 Board Directors and CEO <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.</i> | |
| 6.3 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors and HR Committee members.</i> <ul style="list-style-type: none"> • Board approval: HR Committee recommendations for CEO assessment (short-term incentive) • Meeting evaluation | |
| 7. Closing (motion not required if all business has been completed) | |

Board support document

Meeting norms

Virtual participation:

- Board members and Direct Reports are asked to “show up” to the meeting a few minutes early to test their audio and video connections and are encouraged to reach out to Boardsupport@engineerscanada.ca in advance if they anticipate any connection or technological issues.
- To increase meeting engagement and participation, Board members and Direct Reports are requested to turn on their cameras during the meeting, when possible. All participants will have control over their ability to mute their line upon joining the meeting. Participants are asked to self-mute when they are not speaking to minimize background noise. If a participant is muted by an organizer, this is because there was feedback on the line.
- Participants are asked to use the self-mute function and turn off their cameras, instead of leaving the meeting during all breaks. This will help minimize any technical issues and disruption upon re-connection.
- The “Raise hand” function is only to be used if a participant wishes to ask questions and/or make comments after presentations or during debate. Depending on the Zoom version, participants may find the ‘Raise hand’ button under “Reactions” or “Participants”. Participants should reach out in “Chat” if they are not able to locate it.
- If a participant wishes to speak and have not been called upon or are unable to use the “Raise hand” function, they should say their name with an un-muted microphone and obtain permission from the Chair before speaking.
- The “Chat” function will only be monitored by the offsite AV personnel in respect of technical difficulties. Non-technical questions asked through the “Chat” function will not be answered during the meeting.

To conduct the meeting with reasonable time and fairness:

1. For all motions, the meeting chair will call for abstentions and negative votes from the Directors. Directors who do not state a negative vote or an abstention will be considered in favour of the motion. If, for whatever reason, Directors are unable to speak during the motion and feel their opinion was not heard, they should raise their hand, or reach out in “Chat” for technical support.
2. Wordsmithing of motion texts should be avoided as much as possible so that the meeting can stay on track. If the proposed motion and related decision is understood, the Board should move to a debate and discussion on the proposal and should not focus attention on perfecting the text.
3. Participants are asked to speak for a maximum of two (2) minutes at a time (a timer will be projected on the screen) and will be limited to two (2) chances to speak on any one issue or motion. An opportunity to speak a second time will be granted only after everyone has had a chance to speak. The meeting chair reserves the right to allow additional chances to speak, as necessary.
4. Restating or reiterating the same point is strongly discouraged.

5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.
6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

Board support document

Conflicts of interest

Board members and members of Board committees have an ongoing obligation to identify and disclose actual, reasonably perceived, and potential conflicts of interest. These obligations are set out in case law and are also codified in statute, under the *Canada Not-for-profit Corporations Act* (“CNCA”).

While not expressly defined in the CNCA, a conflict of interest is understood to comprise any situation where:

- a) an individual’s personal interests, or
- b) those of a close friend, family member, business associate, corporation, or partnership in which the individual holds a significant interest, or a person to whom the individual owes an obligation, could influence their decisions and impair their ability to:
 - i. act in the best interests of the corporation, or
 - ii. represent the corporation fairly, impartially, and without bias.

Conflicts of interest exist if a Director’s decision could be, or could appear to be, influenced. *It is not necessary that influence actually takes place.* In cases where Directors are in an actual, perceived, or potential conflict of interest, they are required to disclose the conflicting interest to the Board¹ or, in the case where membership approval is sought, to the members,² as well as abstain from voting.

Handling conflicts of interest

Directors may use the following checklist when faced with a situation in which they think they might have an actual, perceived, or potential conflict of interest.

Step 1 - Identify the matter or issue being considered and the potential conflicting situation in which you are involved.

E.g. There is an item before the Board requiring discussion and a decision that involves potential litigation between Engineers Canada and the Engineering Regulator with whom you are licensed. Whether or not you are in a conflict of interest is not automatic—it will depend upon the personal circumstances of each Director.

Step 2 – Assess whether a conflict of interest exists or may exist.

In assessing whether you have an actual, reasonably perceived or potential conflict of interest, it may be helpful to ask yourself the following questions:

¹ Section 141(1) and (2) of the CNCA

² Section 141(9)(a) of the CNCA

- Would I, or anyone associated with me benefit from, or be detrimentally affected by my proposed decision or action?
- Could there be benefits for me in the future that could cast doubt on my objectivity?
- Do I have a current or previous personal, professional, or financial relationship or association of any significance with an interested party?
- Would my reputation or that of a relative, friend, or associate stand to be enhanced or damaged because of the proposed decision or action?
- Do I or a relative, friend, or associate stand to gain or lose financially in some way?
- Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
- Have I made any promises or commitments in relation to the matter?
- Have I received a benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
- Am I a member of an association, club, or professional organization, or do I have particular ties and affiliations with organizations or individuals who stand to gain or lose by my proposed decision or action?
- Could this situation have an influence on any future employment opportunities outside my current duties?
- Could there be any other benefits or factors that could cast doubts on my objectivity?
- Am I confident of my ability to act impartially in the best interests of Engineers Canada?

What perceptions could others have?

- What assessment would a fair-minded member of the public make of the circumstances?
- Could my involvement on this matter cast doubt on my integrity or on Engineers Canada's integrity?
- If I saw someone else doing this, would I suspect that they have a conflict of interest?
- If I did participate in this action or decision, would I be happy if my colleagues and the public became aware of my involvement?
- How would I feel if my actions were highlighted in the media?

Step 3 – Is the duty to disclose triggered?

If, in assessing the situation, you determine that you are in an actual, potential, or reasonably perceived conflict of interest, your duty to disclose is triggered. Directors disclosing a conflict must make the disclosure at the meeting at which the proposed contract or transaction is first considered and should request to have the disclosure entered into the minutes of the meeting.³

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).⁴ The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the

³ Section 141(1) of the CNCA

⁴ Section 141(1) and 141(9)(b) of the CNCA

other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).⁵ It will rarely suffice to simply declare that you have a conflict of interest.

Step 4 – What next?

Subject to limited exceptions, the general rule is that a conflicted Director cannot vote on the approval of a proposed contract or transaction, even where their interest is adequately disclosed.⁶ Further, as a best practice, they should leave the room and not participate in the salient part of the Board meeting.

⁵ *Gray v. New Augarita Porcupine Mines Ltd.*, 1952 CarswellOnt 412 (Jud. Com. of Privy Coun.)

⁶ Section 141(5) of the CNCA

Engineers Canada Board of Directors action log

| | Meeting date | Action | Responsible | Due date | Update |
|----|---------------------|--|--------------------|------------------|--|
| 1. | May 24, 2024 | Engineers Canada’s Public Affairs Advisory Committee will be asked to consider a statement around policies and support plans for international students, as requested by the CFES. | Staff | None established | Complete -- Engineers Canada has consulted with the Canadian Federation of Engineering Students and discussed the matter internally and has determined an NPS is not appropriate for this issue. |

MINUTES OF THE 230th ENGINEERS CANADA BOARD MEETING

December 9, 2024, 10:00am-4:00pm (ET)

Virtual meeting | Zoom

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| The following Directors were in attendance: | |
| M. Wrinch, Chair, Engineers & Geoscientists BC J. Van der Put, President-Elect, APEGA N. Hill, Past President, PEO A. Arenja, PEO C. Bellini, PEO E. Coles, Engineers PEI C. Cumming, Engineers Nova Scotia C. Dixon, Engineers Yukon L. Doig, APEGA A. English, Engineers & Geoscientists BC S. Jha, NAPEG T. Joseph, APEGA | T. Kirkby, PEO S. Larivière-Mantha, OIQ A. Lockwood, APEGS J. Martel, OIQ M. Mekomba, OIQ A. Mullick, APEGA J. Paliwal, EGMB M. Rose, APEGNB D. Spracklin-Reid, PEGNL M. Sterling, PEO N. Turgeon, OIQ |
| The following Directors sent regrets: | |
| | |
| The following CEO Group Advisor was in attendance: | |
| P. Mann, Chair, CEO Group | |
| The following Direct Reports to the Board were in attendance: | |
| F. Collins, Chair, CEQB J. Pieper, Chair, CEAB | P. Rizcallah, CEO L. Go, General Counsel and Corporate Secretary |
| The following observers were in attendance: | |
| Shawn Amberman, Vice-President, APEGNB David Amorim, President, EGMB Lia Daborn, CEO, APEGNB Roydon Fraser, Past President, PEO Michael Gregoire, CEO, Engineers Geoscientists MB Stormy Holmes, Executive Director & Registrar, APEGS Sam Inchasi, Vice Chair, CEQB | Kim King, Executive Director, Engineers Yukon Jim Landrigan, Engineers PEI, Executive Director / Registrar Sue Molloy, President, Engineers Nova Scotia David Pavan, CRO, EGBC Sarah Sternbergh, President, Engineers Yukon Holly Young, President, APEGNB Tim Veldhuis, West Ambassador, CFES |
| The following staff were in attendance: | |
| Joan Bard Miller, Manager, Governance, Board Services Kim Bouffard, Manager, Belonging and Engagement Juliet Chou, Governance Coordinator Nathan Durham, Manager, Public Affairs and Government Relations Megan Falle, Manager, Regulatory liaison Derek Menard, CFO Rosie Gauthier, Planning, Event, and Change Practitioner Brent Gibson, Manager, Communications Trina Hubley, Vice-President, Regulatory Affairs Roselyne Lampron, Accreditation Program Advisor Marlene McCourt, Senior Financial Officer Jacqueline Miller, Manager, Member Services | Ryan Melsom, Secretary, CEQB Melanie Ouellette, Manager, Strategic and Operational Planning Alison Peverley, Coordinator, Qualifications Nicole Proulx, Director, Human Resources Kyle Smith, Manager, Regulatory Research and International Mobility Heidi Theelen, Director, Strategic Planning and Organizational Excellence Jeanette Southwood, VP, Corporate Affairs & Strategic Partnerships Eileen Sowunmi, Associate, Outreach and Belonging Mya Warken, Secretary, CEAB |

1. Opening

1.1 Call to order and approval of agenda

M. Wrinch, President, Engineers Canada, called the meeting to order at 10:00am ET. Participants were welcomed and the land was acknowledged.

Motion 2024-12-1D

Moved and seconded

THAT the agenda be approved and the President be authorized to modify the order of discussion.

Carried

Meeting rules and norms were reviewed, as included in the agenda book.

M. Wrinch shared a diversity moment, focussed on September 30 as the National Day for Truth and Reconciliation. The Board also recognized the National Day of Remembrance and Action on Violence Against Women.

1.2 Declaration of conflict of interest

No conflicts were declared. Participants were reminded to declare a conflict at any time during the meeting, as necessary.

1.3 Review of previous Board meeting

a) Action item list

The list was pre-circulated, and it was noted that there is one action in progress.

b) Board attendance list

The attendance list as of November 25, 2024, was pre-circulated.

2. Executive reports

2.1 President's report

M. Wrinch provided a verbal update to the Board on his Engineers Canada-related activities since the previous Board meeting, which included:

- Continuing to support Engineers Canada's new CEO with weekly meetings,
- Working as part of the HR Committee to develop measurable 2025 CEO objectives and select the membership of the Governance Review Task Force,
- Building the Board's agenda in consultation with staff, and
- Delivering a speech at the Canadian Federation of Engineering Students (CFES) Conference on Diversity in Engineering.

2.2 CEO update

P. Rizcallah, CEO, Engineers Canada, provided the Board with highlights of operational work undertaken since the October 2024 Board meeting and a snapshot of the organization's financial health.

Directors asked clarifying questions all of which were answered by staff.

2.3 2022-2024 Strategic Plan reporting

a) Q3 Interim strategic performance report

P. Rizcallah referred the Board to the Q3 interim strategic performance report that had been pre-circulated. As noted in the report, all priorities are on track to be completed by the end of the strategic plan in December. In the coming quarter, work will be undertaken with the Regulator to further collaboration and harmonization.

3. Consent agenda

3.2 CEAB leadership

THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2025 to June 30, 2026:

- Julius Pataky as Vice-Chair
- Ray Gosine as Chair
- Jeff Pieper as Past Chair

3.3 CEQB leadership

THAT the Board approve the appointment of the CEQB leadership for the period July 1, 2025 to June 30, 2027:

- Amy Hsiao as Vice-Chair
- Sam Inchasi as Chair
- Frank Collins as Past Chair

Motion 2024-12-2D

Unduly noted

THAT consent agenda items 3.2 and 3.3 be approved.

Carried

3.1 Approval of minutes

Clarification was provided on the process for committee appointments based on presentation of item 4.6 at the October Board meeting. No changes were required to the minutes.

The Board noted the requests made by the President's Group as part of agenda item 2.1. The three presidents and staff will follow up, as appropriate.

Motion 2024-12-3D

Unduly noted

THAT the minutes of the October 10, 2024, Board meeting be approved.

Carried

4. Board business / required decisions

4.1 Futures of Engineering Accreditation

P. Rizcallah presented three proposed actions in response to the Futures of Engineering Accreditation (FEA) Path Forward Report (the "Report") which was presented to the Board and

Regulator Presidents and CEOs in a workshop on October 8, 2024. The proposed actions were outlined in a pre-circulated briefing note and appendices. In the coming months, staff will also consider options to advance more of the recommendations put forward in the Report.

J. Pieper, Canadian Engineering Accreditation Board (CEAB), Chair, spoke to the letter sent from the CEAB, which was circulated as Addendum 1.

A robust discussion ensued:

- Directors acknowledged the need for the Board and interest holders to be given time to further understand the recommendations put forward in the Report, the complexity of the work required to improve the accreditation system, and the value of taking an iterative approach to move forward.
- Questions were fielded by staff about the timelines, working group composition, resources, and evaluation of the proposed pilot.

The Board opted to proceed with a formal motion to acknowledge receipt of the report and the three proposed actions. In doing so, the Board confirmed that it was receiving the content of the Report for information and not adopting the 18 recommendations put forward therein.

Motion 2024-12-4D

Moved and seconded

THAT the Path Forward Report, updated October 2024, be received by the Board for information.

THAT the Governance Review Task Force study the separation of the CEAB's policy-making functions from operational activities, per the Report's recommendation #15.

THAT the CEO initiate a pilot study in accordance with the Full Spectrum Competency Profile Pilot Study Terms of Reference, as refined from Report's recommendation #12, and its pilot approach.

THAT staff design and deliver a series of virtual information sessions to build knowledge about the implications of the Report's recommendations on the current accreditation system.

Carried

4.2 FAR Committee

M. Rose, Finance, Audit and Risk (FAR) Committee Chair, provided an update on FAR Committee activities since the Fall Board meeting.

4.3 Draft budget

M. Rose presented the final 2025 budget and 2027 Per Capita Assessment fee (PCAF) recommendation that had been pre-circulated to the Board. Based on the Board's review of the draft budget on October 10, 2024, the FAR Committee has not proposed any revisions to the final budget. Thus, the final budget is the same as the draft budget.

Directors asked questions about anticipated project costs for the year and potential risks to revenue, all of which were answered by the FAR Committee chair and staff.

Motion 2024-12-5D

Moved and seconded

THAT the Board, on recommendation of the FAR Committee, approve the 2025 budget, including an operational budget of \$11.5 M, and a project budget of \$1.1 M.

Carried

The Board discussed the appropriateness of the proposed increase to the PCAF for 2027 and impact on the Regulators who will be asked to approve the PCAF at the annual meeting of members in May 2025.

Motion 2024-12-6D

Moved and seconded

THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2027 Per Capita Assessment Fee be set at \$11 per Registrant.

Carried

4.4 Governance Committee

S. Larivière-Mantha, Governance Committee Chair, provided an update on Governance Committee activities since the Fall Board meeting.

4.5 Board policy updates

S. Larivière-Mantha presented for the Board's consideration revisions to four (4) Board policies. Accompanying rationales were pre-circulated to the Board.

It was suggested that future consideration be given to the Board approving the CEO objectives at the late Fall Board meeting as opposed to the Winter Board meeting, as stated in policy 4.7, *Monitoring the CEO*.

Motion 2024-12-7D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:

- i. 1.3, Purposes of Engineers Canada**
- ii. 2, Definitions**
- iii. 4.7, Monitoring of CEO**
- iv. 6.2, Board, committee, and task force chair assessment**

Carried

4.6 Human Resources (HR) Committee

N. Hill, HR Committee Chair, provided an update on HR Committee activities since the Fall Board meeting.

4.7 Appointments to the Governance Review Task Force

N. Hill presented the HR Committee's recommendations for membership of the Governance Review Task Force and provided a detailed description of the selection process.

Clarifying questions were asked and answered.

Motion 2024-12-8D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, appoint the following individuals to the Governance Review Task Force:

- **Darlene Spracklin-Reid, NL**
- **Sophie Larivière-Mantha, QC**
- **Christian Bellini, ON**
- **Michael Wrinch, BC**
- **John Van der Put, AB**
- **Jennifer Quaglietta, ON**

Carried

4.8 Chair assessment

N. Hill presented for approval the Chair assessment surveys that had been pre-circulated.

Motion 2024-12-9D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.

Carried

4.9 CEAB

J. Pieper, CEAB Chair, provided an update on CEAB activities since the Fall Board meeting. Presentation slides were pre-circulated.

The Board acknowledged the significant work conducted by the CEAB. It was suggested that the CEAB provide dashboard reporting to the Board to support resourcing considerations; and that data be made available about volunteer participation from industry versus academia and progress against the 50-30 Challenge, for the membership of the CEAB and its visiting teams. Staff noted that internal discussions are underway about the appropriate collecting demographic data, as well as reducing systemic barriers to participation for equity-seeking groups.

CEAB workplan

J. Pieper requested that the Board consider the 2025 CEAB workplan which had been pre-circulated for approval. It was noted that items captured under the Criteria, Policies and Procedures section were considered complementary to but separate from the work emerging from the Futures of Engineering Accreditation (FEA) Path Forward report.

The Board requested further information about the resources required to complete the items captured under Criteria, Policies and Procedures, and their importance and urgency to higher education institutions (HEIs). The Board was otherwise in support of the items captured elsewhere in the workplan.

Motion 2024-12-10D

Moved and seconded

THAT the Board approve the 2025 CEAB Work plan, except for the Criteria, Policies and Procedures section, which shall be deferred and considered for approval at a later date pending the requested information being provided and the items being addressed.

Carried

4.10 CEQB

F. Collins, CEQB Chair, provided an update on behalf of the CEQB. Presentation slides were pre-circulated.

Clarifying questions were asked and answered.

4.9 CEQB products

F. Collins presented the 2025 CEQB work plan for Board approval.

Motion 2024-12-11D

Moved and seconded

THAT the Board approve the 2025 CEQB work plan.

Carried

4.10 Board's 30 by 30 Champion

T. Joseph provided an update on behalf of the 30 by 30 network. Presentation slides were pre-circulated.

Clarifying questions were asked and answered.

5. Next meetings

The next Board meetings are scheduled as follows:

- February 28, 2025 (Ottawa, ON)
- April 2, 2025 (virtual)
- May 23, 2025 (Vancouver, BC)
- June 16, 2025 (TBC)

6. In-camera sessions

6.1 Board Directors and Direct Reports

Motion 2024-12-12D

Unduly noted

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, Engineers Canada CEO, the chairs of the CEAB and CEQB, the Secretary and the CEO Group Advisor.

Carried

6.2 Board Directors and CEO

Motion 2024-12-13D

Unduly noted

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers

Canada CEO.

Carried

6.3 Board Directors only

Motion 2024-12-14D

Unduly noted

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.

Carried

7. Closing

With no further business to address, the meeting closed at 4:07pm ET.

Minutes prepared by J. Bard Miller, Manager, Governance and Board Services for:

Michael Wrinch, PhD, FEC, P.Eng., ICD.D, President

Light Go, General Counsel and Corporate Secretary

Governance Review Task Force 2025-2027 Work Plan

As per Board policy 6.16, the Governance Review Task Force (GR Task Force) reports to the Engineers Canada Board of Directors and is charged with overseeing the governance review as set out in [Engineers Canada's 2025-2029 strategic plan](#). The review will focus on the Board's composition and competencies; roles, operation and reporting of standing committees and direct reports; and voting procedures and observers' rights at the Board and Members' meetings.

Throughout the governance review, the task force will play a critical role in building consensus among interest holders by identifying key priorities, facilitating open dialogue, and developing recommendations, while maintaining a stance of neutrality to ensure fair representation of diverse viewpoints.

The following describe the responsibilities of the GR Task Force:

A. Initiate the review

- (1) Engage an experienced consultant to conduct the review.
- (2) Work with the consultant to prepare for and communicate an inclusive and transparent review process and anticipate and mitigate associated risk.

B. Conduct consultations & benchmark analysis

- (1) Review and approve the development of a consultation plan, which should include objectives, a list of interest holders, tactics and timelines, in accordance with Board policy 7.11, *Consultation*.
- (2) Review and circulate to the Board and/or any other applicable interest holders the findings report prepared by the consultant.

C. Identify solutions

- (1) Report any findings and potential options to address the findings to the Board.
- (2) Provide guidelines to the consultant on the Board's direction.

D. Consult on potential solutions and build consensus

- (1) Confirm tactics for the next phase of the governance review, including a plan to consult on the potential solutions. Seek input from Board committees and task forces, as needed.
- (2) Review with the consultant the results of the consultations on potential solutions.
- (3) Review the consultant's recommendations report that will outline:
 - a) any suggested changes to the bylaw for Member approval, and policies for Board approval; and
 - b) considerations for managing changes to the governance system.
- (4) Propose revisions to the Bylaw to the Board for recommended approval by the Members, as required.
- (5) Propose revisions to select policies to the Board for approval, as required.

E. *Implement changes*

- (1) Review and approve a plan from the consultant to implement all recommendations supported by the Board, including those that require Member approval.
- (2) Based on the findings throughout the review, the Board may ask the task force to perform duties in addition to those listed above.
- (3) Upon approval of recommended changes by the Members, transition oversight of the implementation plan to the Governance Committee.

In fulfilling these activities, the following meetings are proposed over a period from January 2025 to March 2026. Meeting dates may be adjusted based on the guidance of the consultant once selected.

| Mtg. # | Work plan item | Committee approval | Board document deadline | Board meeting/ presentation |
|--------|---|-------------------------------|-------------------------|-----------------------------|
| 1. | a) Confirm GR Task Force chair b) Receive background information c) Approve committee work plan d) Approve the statement of work to be included in the request for proposals (RFP) for a governance consultant | January 15, 2025 Virtual | January 27, 2025 | February 28, 2025 |
| 2. | a) Review summary of RFP submissions. b) Select the successful bidder. | March 17, 2025 Virtual | April 7, 2025 | May 23, 2025 |
| 3. | a) First meeting with consultant to discuss scope of work, key deliverables and consultation plan ¹ . | April 22, 2025 | April 17, 2025 | May 23, 2025 |
| 4. | a) Review findings report from consultations with interest holders b) Review materials for workshop with the Presidents Group, CEO Group, and Engineers Canada Board | September 4, 2025 Virtual | September 5, 2025 | October 8, 2025 |
| 5. | a) Check-in after delivery of findings report / workshop | October 08, 2025 In-person | Not applicable | Not applicable |
| 6. | a) Review and confirm the proposed solutions to the governance issues, which will then be presented for consultation with interest holders | November 7, 2025 Virtual | November 4, 2025 | December 8, 2025 |
| 7. | a) Review and confirm the proposed solutions to the governance issues, which will then be presented for consultation with interest holders (contingency if second meeting is needed) | November 21, 2025 Virtual | November 4, 2025 | December 8, 2025 |
| 8. | a) Review findings report from second round of consultations on proposed solutions b) Review materials for workshop with the Presidents Group, CEO Group and Engineers Canada Board | February 6, 2026 | January 26, 2026 | February 27, 2026 |

¹ Separate consultations are expected to be conducted with the Regulators (councils and staff), the CEAB and CEQB.

| Mtg. # | Work plan item | Committee approval | Board document deadline | Board meeting/ presentation |
|--------|--|--------------------------------|-------------------------|-----------------------------|
| 9. | a) Check-in after delivery of findings report / workshop | February 26, 2026 In-person | Not applicable | Not applicable |
| 10. | a) Confirm recommendations for approval by the Board and Members, as appropriate | March 18, 2026 | March 18, 2026 | April 8, 2026 |
| 11. | a) Confirm recommendations for approval by the Board and Members, as appropriate (contingency if second meeting is needed) | March 25, 2026 | March 18, 2026 | April 8, 2026 |
| 12. | a) Wrap-up meeting to discuss lessons learned | Date TBC | Not applicable | Not applicable |

BRIEFING NOTE: For decision

| Annual Strategic Performance Report | | 4.1 |
|--|---|-----|
| Purpose: | To approve the 2024 Annual Strategic Performance Report | |
| Link to the Strategic Plan / Purposes: | Board responsibility: Provides ongoing strategic direction for Engineers Canada by monitoring implementation of the Strategic Plan. | |
| Link to the Corporate Risk Profile: | Decreased confidence in the governance functions (Board risk) | |
| Motion(s) to consider: | <i>THAT the Board approve the 2024 Annual Strategic Performance Report, for circulation to the Members for information at the 2025 Annual Meeting of Members.</i> | |
| Vote required to pass: | Simple majority | |
| Transparency: | Open session | |
| Prepared by: | Mélanie Ouellette, Manager, Strategic and Operational Planning | |
| Presented by: | Phillip Rizcallah, Chief Executive Officer | |

Issue definition

- The 2022-2024 Strategic Plan and its objectives and outcomes resulted from extensive consultation with Regulators and was approved by the Members in May 2021.
- The new strategic reporting template was presented to and endorsed by the Governance Committee in March 2021.
- The performance measures were approved by the Board at its June 2021 strategic workshop.
- The report focuses on the achievement of objectives set in the 2022-2024 Strategic Plan.
- Board policy 1.4, *Strategic Plan*, states that the Board and Members shall receive the annual performance report to provide the basis for requesting any changes to the strategic plan.
- All planned work for strategic priorities were completed in 2024, except for the final new Regulatory research paper on machine learning and data science, which will be completed in Q1 of 2025 as was previously reported.

Proposed action/recommendation

- That the Board approve the attached 2024 Annual Strategic Performance Report so that it may be circulated for information to the Members at their meeting in May.

Other options considered

- No other options were considered, given that it is mandatory under Board Policy 1.4, *Strategic Plan*.

Risks

- Failing to report progress and demonstrate accountability to the Members could lead to a loss of trust.

Financial implications

- There are no costs associated with this report. Expenses related to delivering the strategic plan had previously been accounted for in Engineers Canada's annual budget for the subject years.

Benefits

- The development, review, and concurrence of an annual strategic performance report provides an opportunity for the Board to reflect on its performance and that of the organization.
- The annual strategic performance report demonstrates to the Regulators that the Board members understand who they are accountable to, and that they are committed to their role of delivering value to the Regulators.

Consultation

- This report on progress towards achieving those objectives and outcomes was developed by staff to ensure accuracy.
- The primary consultation is the Board meeting, where Directors will agree on what level of achievement to report to the Regulators.

Next steps

- Based on input from the Board, staff will finalize (and amend, if necessary) the 2024 Annual Strategic Performance Report and ensure that it is included in the agenda materials for the 2025 Annual Meeting of Members.
- The Board will receive an in-depth evaluation of the 2022-2024 Strategic Plan results at its May meeting.




Appendix

- **Appendix 1:** 2024 Annual Strategic Performance Report

Annual Strategic Performance Report: Q4-2024

This strategic reporting template was reviewed and endorsed by the Governance Committee in November 2021. Indicators were approved at the [Board Strategic Workshop](#) in June 2021. Performance is benchmarked against the [2022-2024 Strategic Plan](#) that came into effect on January 1, 2022.

Legend


| | Status of strategic priority |
|---|---|
| Overall activities on track to be completed by 2024 |  |
| Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2024 |  |
| Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2024 |  |

Reporting Information Sources

The information included in this report has been obtained from the following sources:

| Section | Source |
|---|---|
| Planned activities (as set in June 2021) | Copied from Board June 2021 strategic workshop presentation |
| 2024 quarterly reporting | Staff updates as part of quarterly internal reporting |
| What we will do | Copied from 2022-2024 Strategic Plan |
| What does success look like | Copied from Board June 2021 strategic workshop presentation |
| How will we measure success in 2024* | |

**A summary of indicators, by strategic priority, is located at the end of this report*

| SP1.1, Investigate and validate the purpose and scope of accreditation | | | | | | | | | | | | |
|---|------|--|--|------|--|--|--|------|--|--|--|--|
| Status:  | | | | | | | | | | | | |
| Planned activities (as set in June 2021) | 2022 | | | 2023 | | | | 2024 | | | | |
| 1. Benchmark accreditation | | | | | | | | | | | | |
| 2. Report on state of engineering education | | | | | | | | | | | | |
| 3. Investigate academic requirement for licensure | | | | | | | | | | | | |
| 4. Examine the purpose of accreditation | | | | | | | | | | | | |
| 5. Set a path forward | | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|---|--|----|----|
| 1. Benchmark accreditation | <ul style="list-style-type: none"> Completed in 2022. Reports are available on the futures of engineering accreditation website. | | | |
| 2. Report on state of engineering education | <ul style="list-style-type: none"> Completed in 2022. Reports are available on the futures of engineering accreditation website. | | | |
| 3. Investigate an academic requirement for licensure | <ul style="list-style-type: none"> The Academic Requirement Task Force produced and submitted a report to the Futures of Engineering Accreditation (FEA) Steering Committee, which recommends the development of a Full-Spectrum Competency Profile (FSCP) encompassing 34 competencies divided into eight domains and designed to span the entirety of an engineer's career journey, from undergraduate studies to the practice of engineering. A subset of the FSCP competencies are recommended to form the National Academic Requirement for Licensure which are intended to be acquired through an engineer's academic training and determined by the point of graduation, serving as foundational skills necessary for advancement from undergraduate | <ul style="list-style-type: none"> Completed in the Q2 of 2024. | | |

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| | <p>studies to the practice of engineering.</p> <ul style="list-style-type: none"> The report also identifies gaps between the current and the desired state, as well as potential solutions to close them. This content served as the foundation for the April Path Forward Co-Design session. Additional gaps and recommendations were identified and short, medium, and long-term actions for implementation were explored. | | | |
| <p>4. Examine the purpose of accreditation</p> | <ul style="list-style-type: none"> The Purpose of Accreditation Task Force published a report, which recommends a revised purpose of accreditation: “Accreditation provides assurance that an engineering program is designed and delivered such that its graduates meet the [academic requirement]¹ to be licensed as professional engineers in Canada.” The report also identifies gaps between the current and the desired state, as well as potential solutions to close them. This content served as the foundation for the April Path Forward Co-Design session. Additional gaps and recommendations were identified and short, medium, and long-term actions for implementation were explored. | <ul style="list-style-type: none"> Completed in the Q2 of 2024. | | |
| <p>5. Set a path forward</p> | <ul style="list-style-type: none"> The Path Forward Co-Design session took place on April 17-18. Participants included Steering Committee members, Regulator Advisory Group, the CEAB and CEQB Executive Committees, and EDC members (or designates) who have served or are serving on FEA Task Forces. The purpose of this session was to leverage the two reports above to | <ul style="list-style-type: none"> External writing resource secured and actively worked on Path Forward Report with the Steering Committee. An in-depth project update | <ul style="list-style-type: none"> Path Forward Report delivered to Engineers Canada CEO Held six Regulator sessions (4 English and 2 French), with 90 | <ul style="list-style-type: none"> Path Forward Report was delivered to Engineers Canada Board and interest holders. Share back sessions findings distributed to interest holders Board workshop findings distributed |

¹ The term “[academic requirement]” is a placeholder for the name of the specific academic conditions determined by the FEA’s Academic Requirement Task Force. Once the academic requirement for licensure is clearly defined, it is expected to be consistent with the expectations of applicants who do not hold a degree accredited by the CEAB.


| | | | | |
|--|--|--|--|--------------------------------------|
| | <p>evaluate the implications of the recommended:</p> <ul style="list-style-type: none"> ○ Purpose of accreditation ○ National academic requirement for licensure. <ul style="list-style-type: none"> ● Participants explored potential changes, identified key gaps, and recommended priorities for the Steering Committee to address in the Path Forward report. | <p>was delivered at the May Board meeting and a workshop was held with the CEAB on June 2.</p> <ul style="list-style-type: none"> ● June touch-base with Regulator Advisory Group (RAG) were fruitful. ● Project updates for the CEAB and Officials Groups were scheduled. ● Fall share-outs with Regulators are being scheduled. | <p>participants registered.</p> <ul style="list-style-type: none"> ● Held an Engineers Canada Board workshop with Directors, Presidents and CEOs. ● Held one session with CEAB, CEQB and NAOG. | <p>to relevant interest holders.</p> |
|--|--|--|--|--------------------------------------|

2024 annual report

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|---|--|
| Achieved activities | All major milestones were achieved within budget. Next steps were identified and will be implemented, including the Full Spectrum Competency Profile (FSCP) Pilot Project, education sessions for Engineers Canada Board Members (and others as necessary), and the hand off of the task to study the separation of the CEAB's policy-making functions from operational activities to the Governance Review Task Force. |
| Annual budget vs actual spending | 2024 budget = \$623K 2024 spending = \$715K Budget came over by \$92k due mainly due to rescoping the remaining consulting services required to finalize the project. The total value of the vendor contract did not change. |
| Was success achieved by 2024? | Work was completed on time and as per schedule. Recommendations made by the purpose of accreditation and the academic requirement for licensure task forces were used by the Steering Committee, along with the results of many other consultations with interest holders, to develop the FEA Path Forward Report, which was submitted to the Board in December 2024. Work will continue as part of the 2025-2029 Strategic Plan's Realizing accreditation and academic assessments strategic direction. |

Summary of strategic priority (2022-2024)


| | |
|-------------------------------------|--|
| What we will do | We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and work with Regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. If there is, we will reconsider the accreditation system. |
| What does success look like? | <ul style="list-style-type: none"> A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure |

| SP1.2, Strengthen collaboration and harmonization | | | | | | | | | | | | |
|---|------|--|--|--|------|--|--|--|------|--|--|--|
| Status:  | | | | | | | | | | | | |
| Planned activities (as set in June 2021) | 2022 | | | | 2023 | | | | 2024 | | | |
| 1. Collaborate with Regulator staff to identify barriers and opportunities | | | | | | | | | | | | |
| 2. Develop a national statement of collaboration with all jurisdictions | | | | | | | | | | | | |
| 3. Identify specific areas of harmonization for collaboration | | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|--|---|---|--|
| 1. Collaborate with Regulator staff to identify barriers and opportunities | <ul style="list-style-type: none"> Completed in 2022 | | | |
| 2. Develop a national statement of collaboration with all jurisdictions | <ul style="list-style-type: none"> Statement was approved by the Engineers Canada Board in Q2 and was on track to be approved by Members in May. | <ul style="list-style-type: none"> Statement was signed by the Members in May 2024. | <ul style="list-style-type: none"> Completed in Q2 2024. | |
| 3. Identify specific areas of harmonization for collaboration | <ul style="list-style-type: none"> Areas were identified in 2023. Work was underway to complete the implementation of the first area. The 2025-2029 Strategic Plan includes future areas of regulatory collaboration. | <ul style="list-style-type: none"> Actively worked on continuing professional development (CPD) as a new regulatory area through the development of a Memorandum of Understanding (MOU) (In addition to the ongoing advancement of several other ongoing projects and initiatives that are considered examples of collaboration and/or harmonization). In 2025, we will work with | <ul style="list-style-type: none"> Work underway to identify future areas of collaboration. Ongoing national collaboration projects include the development of: <ul style="list-style-type: none"> National academic requirement for licensure Regulatory research paper on machine learning and data science We also continue to work on tools that facilitate mobility: | <ul style="list-style-type: none"> Ongoing national collaboration projects include: <ul style="list-style-type: none"> CPD MOU Academic Evaluations Enhanced cross-regulator consistency Time-based experience New CEQB Regulator guideline on duty to report / wrongdoing Review of CEQB Public guideline on conflict of interest and Public guideline on |

| | | | | |
|---|--|--|---|--------------------|
| | | Regulators to implement a process to select future areas of collaboration. | <ul style="list-style-type: none"> ○ National Membership Database, ○ Competency-Based Assessment ○ Discipline & Enforcement Library ● We also continue to support the Officials Groups and share information on regulatory issues | the code of ethics |
| 2024 annual report | | | | |
| Achieved activities | The Statement of Collaboration was signed in May 2024. Some areas of collaboration are being implemented with Regulators. | | | |
| Annual budget vs actual spending | 2024 budget = \$3K 2024 spending = \$3K Spending was as budgeted. | | | |
| Was success achieved by 2024? | Work was completed on track and within budget. Work will continue as part of the 2025-2029 Strategic Plan's Realizing a stronger federation strategic direction. | | | |

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| Summary of strategic priority (2022-2024) | |
| What we will do | Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with Regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought. |
| What does success look like? | <p>A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization</p> <p>B. Regulators benefit from collaboration and resource sharing, supporting improved practices</p> |

| SP1.3, Support the regulation of emerging areas | | | | | | | | | | | |
|---|------|--|--|------|--|--|------|--|--|--|--|
| Status:  | | | | | | | | | | | |
| Planned activities (as set in June 2021) | 2022 | | | 2023 | | | 2024 | | | | |
| 1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public | | | | | | | | | | | |
| 2. Continue to work with the federal government to promote the role of engineers in emerging areas | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|---|---|--|--|---|
| 1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public | <ul style="list-style-type: none"> An RFP was drafted to hire a contractor to write a Research paper on Machine Learning and Data Science and its ties to engineering. An advisory group has been created to inform the content. The final paper is expected to be completed by the end of 2024. | <ul style="list-style-type: none"> Consultations took place | <ul style="list-style-type: none"> The general direction for the new Regulatory research paper on machine learning and data science has been completed. Consultation on the draft paper is scheduled for Q4 of 2024. | <ul style="list-style-type: none"> The final new Regulatory research paper on machine learning and data science will be completed in Q1 of 2025. |
| 2. Continue to work with the federal government to promote the role of engineers in emerging areas | <ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. | <ul style="list-style-type: none"> No work, as planned. | <ul style="list-style-type: none"> Work is underway to draft a new national position statement (NPS) on Professional Practice in Energy Engineering. Regulator consultation on this new NPS is scheduled for Q4 of 2024. | <ul style="list-style-type: none"> At the direction of the CEO, the national position statement (NPS) on Professional Practice in Energy Engineering was discontinued. The topic may be addressed through a modified NPS topic in the next workplan but will not be attached to a Strategic Priority. |
| 2024 annual report | | | | |
| Achieved activities | In 2024, we worked on a new Regulatory research paper on machine learning and data science that will be published in the Q1 of 2025. | | | |
| Annual budget vs actual spending | 2024 budget = \$21K 2024 spending = \$11K | | | |

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| | Spending was under budget due to the delay in the new Regulatory research paper on machine learning and data science. |
| Was success achieved by 2024? | This work will be completed by Q1 2025. |

| Summary of strategic priority (2022-2024) | |
|--|---|
| What we will do | Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively. |
| What does success look like? | <ul style="list-style-type: none"> A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice. B. The federal government is made aware of the importance of the work of engineers in emerging areas |


| SP2.1, Accelerate 30 by 30 | | | | | | | | | | | | |
|---|------|--|--|--|------|--|--|--|------|--|--|--|
| Status: >>>> | | | | | | | | | | | | |
| Planned activities (as set in June 2021) | 2022 | | | | 2023 | | | | 2024 | | | |
| 1. National research strategy | | | | | | | | | | | | |
| 2. Facilitate collaboration and information exchange for Regulators | | | | | | | | | | | | |
| 3. 30 by 30 annual national conference | | | | | | | | | | | | |
| 4. Reporting on national and regional metrics | | | | | | | | | | | | |
| 5. Engaging employers | | | | | | | | | | | | |
| 6. National resources | | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|---|--|---|---|---|
| 1. National research strategy | <ul style="list-style-type: none"> Findings and recommendations from the strategy were presented at the national 30 by 30 conference in Q2. | <ul style="list-style-type: none"> Findings and recommendations from the strategy were presented at the national 30 by 30 conference in Q2. Attended and presented key findings related to 30 by 30 initiative at the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWEST) conference. | Completed in Q3 of 2024. | |
| 2. Facilitate collaboration and information exchange for Regulators | <ul style="list-style-type: none"> Monthly 30 by 30 newsletter distributed to Champions and engineering interest holders. Provided updates to the Regulators on Engineers Canada's research and initiatives (i.e. QB Guideline, EDI) | <ul style="list-style-type: none"> Organized meetings with our 30 by 30 Champions to help inform the direction and their involvement in the 30 by 30 annual conference. | <ul style="list-style-type: none"> Distributed the monthly 30 by 30 newsletter to Champions and engineering interest holders. Distributed resources to support gender equity in engineering | <ul style="list-style-type: none"> Work is completed for 2024. |

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| | <p>training for regulators)</p> <ul style="list-style-type: none"> Sponsored the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) summit. | | <p>and update on direction of 30 by 30 as part of gender equity week.</p> | |
| 3. 30 by 30 annual national conference | <ul style="list-style-type: none"> Registration for the 2024 conference opened and over \$92K in sponsorship has been secured. | <ul style="list-style-type: none"> Conference was held and was successful. | <ul style="list-style-type: none"> This workstream is complete. We've started planning the 2025 conference. | <ul style="list-style-type: none"> Work is completed for 2024. |
| 4. Reporting on national and regional metrics | <ul style="list-style-type: none"> Survey has been distributed to Regulators and data has been received. | <ul style="list-style-type: none"> Data has been received. | <ul style="list-style-type: none"> Data is being analyzed and pulled into a report that will be distributed on November 1st 2024. | <ul style="list-style-type: none"> Work is completed for 2024. |
| 5. Engaging employers | <ul style="list-style-type: none"> Worked with the Employer Task Force to draft criteria for the establishment of an employer champion program. | <ul style="list-style-type: none"> Employer task force was struck with representation from engineering employers from across Canada. They will <ul style="list-style-type: none"> Identify what it means to be a 30 by 30 employer champion. Establish draft criteria that was incorporated into the employer breakout session at the conference. | <ul style="list-style-type: none"> Drafted national baseline to anchor the champion program. Met with content expert and one of the developers of the Global Diversity Equity & Inclusion international benchmark to validate direction and scope of champion program. | <ul style="list-style-type: none"> Work is completed for 2024. |
| 6. National resources | <ul style="list-style-type: none"> We finalized research on women in leadership within engineering and started to review gaps based on needs identified by the 30 | <ul style="list-style-type: none"> 30 by 30 network and Outreach and Engagement Working group were consulted to identify gaps in knowledge to address concerns | <ul style="list-style-type: none"> Completed in Q3 of 2024. We decided to not distribute the Women in Leadership and Pathways to Engineering | <ul style="list-style-type: none"> Work is completed for 2024. |

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|---|--|---|---|--|
| | by 30 champion network. | related to women's advancement and EIT programs. <ul style="list-style-type: none"> Based on this information, two reports were produced that will be distributed in Q3. | report this year and will distribute next year. | |
| 2024 annual report | | | | |
| Achieved activities | All six workstreams of this strategic priority are complete including the 2024 annual conference which was a success that exceeded expectations. The 2025 annual conference's venue and date were secured (in tandem with the 2025 May Annual Meeting of Members). | | | |
| Annual budget vs actual spending | 2024 budget = \$269K 2024 spending = \$317K The additional budget spent in 2024 was used to create a long-term (i.e., 3-year) sustainable sponsorship strategy and to develop a more robust national research strategy and its presentation at the 30 by 30 conference. The additional spending came from our operational budget (OP9: Promoting diversity and inclusivity in the profession that reflects Canadian society) and resulted in significantly higher sponsorship revenue than forecasted for the 30 by 30 conference. | | | |
| Was success achieved by 2024? | All six workstreams of this strategic priority are complete. Work in this area will continue as part of the 2025-2029 Realizing an inclusive profession strategic direction. | | | |


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| Summary of strategic priority | |
| What we will do | To support progress towards 30 by 30 and to develop Engineers Canada's capacity to address the underlying issues holding back the progress of 30 by 30. |
| What does success look like? | <ul style="list-style-type: none"> A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons |

| SP2.2, Reinforce trust and the value of licensure | | | | | | | | | | | |
|---|------|--|--|------|--|--|------|--|--|--|--|
| Status:  | | | | | | | | | | | |
| Planned activities (as set in June 2021) | 2022 | | | 2023 | | | 2024 | | | | |
| 1. Marketing campaign | | | | | | | | | | | |
| 2. Value of licensure messaging | | | | | | | | | | | |
| 3. Engineering grad and EIT outreach programming | | | | | | | | | | | |
| 4. Foundational research | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|---|--|--|--|---|
| 1. Marketing campaign | <ul style="list-style-type: none"> Campaign plan was approved, and production on updates to the Building Tomorrows creative was underway. Spring flight was planned for launch in Q2. | <ul style="list-style-type: none"> Spring flight of the Building Tomorrows campaign was completed. Initial results showed performance matching or exceeding benchmarks. | <ul style="list-style-type: none"> Fall flight of the Building Tomorrows campaign is underway, running for seven weeks. Beginning process to evaluate overall campaign success and prepare final report. | <ul style="list-style-type: none"> Fall flight of the Building Tomorrows campaign is completed. Post-awareness survey was fielded in early December. Final results and recommendations are being compiled and will be shared with the project advisory group in January. |
| 2. Value of licensure messaging | <ul style="list-style-type: none"> Tools continue to be available. Check-in with advisory group on usage was postponed until Q2 to ensure advisory group could focus on the marketing campaign development and launch of Pathway to Engineering. | <ul style="list-style-type: none"> Tools continued to be available, and a check-in with group corresponded with the release and discussion of Building Tomorrows spring flight reporting. | <ul style="list-style-type: none"> Tools continue to be available with final review aligned with project wrap up activities. | <ul style="list-style-type: none"> Tools continue to be available with final review conducted at the January project advisory group meeting. |
| 3. Engineering graduate and EIT outreach programming | <ul style="list-style-type: none"> Pathway to Engineering was launched and the first webinar held. | <ul style="list-style-type: none"> Pathway to Engineering editorial calendar development to carry into | <ul style="list-style-type: none"> Pathway to Engineering continues to grow, with a webinar to be offered in | <ul style="list-style-type: none"> Pathway to Engineering continues to grow, with a webinar was offered in October |

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|---|---|--|--|---|
| | <ul style="list-style-type: none"> Focus in Q2 will be on growing engagement and establishing the years' editorial and creative calendar. | 2025 was underway and paid promotional campaign in development for September launch. | <p>October and ongoing guests posts actively being solicited.</p> <ul style="list-style-type: none"> Beginning process of transferring into next strategic plan cycle. | <p>and ongoing guests posts were actively solicited.</p> <ul style="list-style-type: none"> Process was undertaken to transition into next strategic plan cycle. |
| 4. Foundational research | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> No work this quarter, as planned. | <ul style="list-style-type: none"> Final project evaluation and reporting being designed in alignment with reporting for the Building Tomorrows campaign, currently in the fall flight. | <ul style="list-style-type: none"> Final project evaluation and reporting to be shared with project advisory group during January meeting. |
| 2024 annual report | | | | |
| Achieved activities | The marketing campaign is complete. Sharing of results and a debrief will take place with the regulator advisory group in January. This meeting will inform the project final report. A. This report will inform next steps as part of the 2025-2029 Realizing a fuller awareness of engineers strategic direction. | | | |
| Annual budget vs actual spending | 2024 budget = \$2.7M 2024 spending = \$2.6M Spending was as budgeted. | | | |
| Was success achieved by 2024? | The 2024 spring and fall flights were more successful than initially targeted. Work will transition to the 2025-2029 Realizing a fuller awareness of engineers strategic direction. | | | |

| | |
|--|--|
| Summary of strategic priority (2022-2024) | |
| What we will do | We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers. |
| What does success look like? | <p>A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession</p> <p>B. Engineering graduates and EITs recognize value in licensure</p> <p>C. Regulators have a valuable national messaging framework and marketing support tools</p> |

| SP3.1, Uphold our commitment to excellence | | | | | | | | | | | | |
|--|------|--|--|--|------|--|--|--|------|--|--|--|
| Status:  | | | | | | | | | | | | |
| Planned activities <i>(as set in June 2021)</i> | 2022 | | | | 2023 | | | | 2024 | | | |
| 1. Sustain an excellence culture | | | | | | | | | | | | |
| 2. Identify and Implement continual improvements | | | | | | | | | | | | |
| 3. Confirm measurements and sustainability | | | | | | | | | | | | |
| 4. Achieve Platinum level certification from Excellence Canada | | | | | | | | | | | | |

| 2024 quarterly reporting | Q1 | Q2 | Q3 | Q4 |
|--|---|---|----|----|
| 1. Sustain an excellence culture | <ul style="list-style-type: none"> Orientation sessions and the submission for our Excellence Canada certification were completed. | <ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. | | |
| 2. Identify and Implement continual improvements | <ul style="list-style-type: none"> All continual improvement items are incorporated in operational work. | <ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. | | |
| 3. Confirm measurements and sustainability | <ul style="list-style-type: none"> An internal self assessment was completed as well as a review by an Excellence Canada staff member to confirm readiness to apply. | <ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. | | |
| 4. Achieve Platinum level certification from Excellence Canada | <ul style="list-style-type: none"> Application completed and verification planned for Q2. | <ul style="list-style-type: none"> Completed in Q2 2024. Certification was obtained. | | |

| 2024 annual report | |
|---|--|
| Achieved activities | Despite some delays in standing down working groups and assigning their work to staff, the organization is on track to submit and receive the Platinum excellence certification. Major and ongoing improvements are underway to make the organization higher performing. |
| Annual budget vs actual spending | 2024 budget = \$33K 2024 spending = \$32K Spending was as budgeted. |
| Was success achieved by 2024? | Received Platinum excellence certification in 2024. Ongoing improvements will continue operationally. |

| Summary of strategic priority (2022-2024) | |
|---|--|
| What we will do | The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, HEIs, and the engineering community. To continually adapt, we need an effective and sustainable approach that ensures that we are a high performing organization. By 2024, we will achieve Platinum level certification from Excellence Canada by demonstrating measurable, sustained, and continually improved performance over at least a three-year period, as measured against the Excellence, Innovation, and Wellness Standard. |
| What does success look like? | <ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance |

Summary - How will we measure success in 2024?

| Strategic priority | What does success look like | How will we measure success in 2024? |
|--|--|--|
| <p>SP1.1, Investigate and validate the purpose and scope of accreditation</p> | <p>A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally</p> | <p>A1. Publication of the accreditation system benchmarking report</p> |
| | <p>B. All stakeholders have visibility of the current and future realities of engineering education</p> | <p>B1. Publication of the engineering education report</p> |
| | <p>C. Regulators have an academic requirement for licensure, applicable to all</p> | <p>C1. The Engineers Canada Board passes a motion affirming the academic requirement for licensure C2. Regulators receive the academic requirement for licensure and all CEOs commit to sharing and implementing it with all necessary groups C3. CEAB receives the academic requirement for licensure and commits to incorporating it in their documents C4. CEQB receives the academic requirement for licensure and commits to incorporating it in their documents C5. HEIs receive the academic requirement for licensure</p> |
| | <p>D. All stakeholders understand the purpose of accreditation</p> | <p>D1. The Engineers Canada Board passes a motion affirming the purpose of accreditation D2. Regulators receive the affirmed purpose of accreditation, and all CEOs commit to sharing it with all necessary groups D3. CEAB publishes the affirmed purpose of accreditation D4. CEQB members receive the affirmed purpose of accreditation D5. Higher Education Institutions (HEIs) receive the affirmed purpose of accreditation D6. Students, through the CFES, receive the affirmed purpose of accreditation</p> |
| | <p>E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure</p> | <p>E1. Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES</p> |

| Strategic priority | What does success look like | How will we measure success in 2024? |
|--|--|--|
| SP1.2, Strengthen collaboration and harmonization | A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization | A1. Consultation reports that document all Regulators' perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization |
| | B. Regulators benefit from collaboration and resource sharing, supporting improved practices | B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted |
| SP1.3, Support the regulation of emerging areas | A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice | A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators |
| | B. The federal government is made aware of the importance of the work of engineers in emerging areas | B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice |
| SP2.1, Accelerate 30 by 30 | A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process | A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged) A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs) |

| Strategic priority | What does success look like | How will we measure success in 2024? |
|--------------------|--|---|
| | | A6. We held 3 to 4 annual meeting with Regulators |
| | B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers | B1. Reporting on national and regional metrics: <ul style="list-style-type: none"> • Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 B2. Annual publication of National Membership Report B3. Annual collection of Regulator scorecard metrics B4. Annual scorecard summary presented to Board and CEO Group B5. 3-4 Regulators are involved in the development and use of target |
| | C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive | C1. Completing addressing of the recommendations in the GBA+ report* regarding engaging employers C2. Creating a national strategy to engage employers with buy-in from the Regulators and building on the existing 30 by 30 network of Champions C3. All Regulators contribute a national 30 by 30 employer strategy C4. Recognizing employer excellence in 30 by 30 |
| | D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons | D1. Execution of annual 30 by 30 conference from 2022 to 2024 and inviting Regulators, HEIs and employers to contribute to a culture change in the engineering profession at a high profile, widely accessible national event, featuring best practices, key research, and actionable tools D2. The number of Regulators contributing and participating to the development of the conference D3. The number of employers: contributing and participating in the conference D4. Completion of national resources that respond to recommendations and best practices outlined in previous research. For example, a resource that can be used by Regulators to improve their licensure assistance and employer awareness programs based on the 2021 GBA+ report* on national Licensure Assistance Program and Employee Awareness Program D5. The number of Regulators participating and promoting the national resources |

| Strategic priority | What does success look like | How will we measure success in 2024? |
|---|--|--|
| | | <p>*Definition: GBA+ is an analytical process created by Status of Women Canada; used across the country by the federal government and also well-known across most sectors; considers multiple and diverse intersecting identity factors that impact how different people understand and experience initiatives</p> |
| <p>SP2.2, Reinforce trust and the value of licensure</p> | <p>A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession</p> | <p>A1. Pre- and post-campaign audience perception research A2. Number of impressions and actions A3. Value of earned media* A4. Number and sentiment* of online interactions</p> <p>*Definitions: • Earned media – news coverage in media • Earned media value – the estimated value of news coverage • Sentiment analysis – an analysis of the tone of comments</p> |
| | <p>B. Engineering graduates and EITs recognize value in licensure</p> | <p>B1. Pre- and post-campaign perception research targeting engineering graduates and EITs B2. Number of impressions and actions B3. Number and sentiment of online interactions</p> |
| | <p>C. Regulators have a valuable national messaging framework and marketing support tools</p> | <p>C1. Number of Regulators engaged in the development of the framework and tools and the nature of their involvement C2. Identification by Regulators of where and how the messaging and support tools will be used and follow up to confirm use C3. Ongoing feedback received on the project</p> |
| <p>SP3.1, Uphold our commitment to excellence</p> | <p>A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services</p> | <p>A1. Achieve platinum certification as part of external benchmarking</p> |
| | <p>B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health</p> | <p>B1. Achieve platinum certification as part of external benchmarking</p> |
| | <p>C. Engineers Canada benefits from sustainment of a high level of performance</p> | <p>C1. Achieve platinum certification as part of external benchmarking</p> |

BRIEFING NOTE: For information

| Realizing accreditation and academic assessments | | 4.2 |
|---|---|------------|
| Purpose: | Provide information update on status of Realizing accreditation and academic assessments (RAAA) – follow-on to FEA | |
| Link to the Strategic Plan/Purposes: | Strategic direction Realizing accreditation and academic assessments Core purpose 1: Accrediting undergraduate engineering programs Core purpose 3: Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada | |
| Link to Corporate Risk Profile: | Decline in the value of accreditation (Board risk) | |
| Prepared by: | Trina Hubley, Vice President Regulatory Affairs | |
| Presented by: | Philip Rizcallah, CEO | |

Background

- The Futures of Engineering Accreditation (FEA) project has come to a close with the finalization of the Engineers Canada 2022-2024 Strategic Plan.
- We are now moving into the Engineers Canada 2025-2029 Strategic Plan and with that a follow-on strategic direction entitled Realizing accreditation and academic assessments (RAAA).
- Any recommendations that will be realized from the FEA Path Forward Report, including the three recommendations / activities that were approved at the 9 December 2024 Engineers Canada Board meeting, will be undertaken under the RAAA.

Status update

- Engineers Canada staff have begun to work on the three recommendations / activities that were approved at the 9 December 2025 Board meeting.
 - The Governance Review Task Force has been entrusted with the FEA Path Forward Report recommendation to study the separation of the CEAB's policy-making functions from operational activities, according to the Report's recommendation #15.
 - The CEO has initiated a Full Spectrum Competency Profile (FSCP) pilot study, as defined in the Report's recommendation #12.
 - Staff have begun to design a series of virtual education sessions to build knowledge about the implications of the FEA Path Forward Report's recommendations on the current accreditation system.
- Verbal updates on the progress of these activities will be provided during the meeting.

Next steps

- The Education sessions will be given to Engineers Canada Board Members, CEOs, and potentially other interested parties (TBD) in Q1 2025.
- The FSCP Pilot Study will be implemented throughout 2025.

Appendices

- None

BRIEFING NOTE: For decision

| | |
|--|--|
| Board policy updates | 4.4 |
| Purpose: | To approve revisions to existing Board policies |
| Link to the Strategic Plan/ Purposes: | Board responsibility: Formulates and periodically reviews Board policies that align with the organization’s values and guide decision making. |
| Link to the Corporate Risk Profile: | Decreased confidence in the governance functions (Board risk) |
| Motion(s) to consider: | <p><i>THAT the Board, on recommendation of the Governance Committee approve the following revised Board policies:</i></p> <ul style="list-style-type: none"> <i>i. 5.2, Treatment of staff and volunteers</i> <i>ii. 6.12, Human Resources Committee terms of reference</i> <i>iii. 7.1, Board, committee, and other volunteer expenses</i> <i>iv. 9.2, Qualifications Board guidelines</i> <i>v. 9.3, National position statements</i> |
| Vote required to pass: | Two-thirds majority |
| Transparency: | Open session |
| Prepared by: | Joan Bard Miller, Manager, Governance and Board Services |
| Presented by: | Sophie Larivière-Mantha, Chair of the Governance Committee |

Problem/issue definition

- The Governance Committee (GC) has identified revisions to four (4) Board policies for Board approval through its regular policy review.
- At its October 2024 meeting, the Board encouraged the Governance Committee to consider the allowance for reasonable travel expenses of guests in Board policy 7.1, *Board, committee, and other volunteer expenses*, subsection 7.1.4.A, given the following:
 - As part of the 2024 budget approvals, the Board decided not to include guests at the June Board workshop. The budget approved for the current year also did not include funds for guests at the Board’s workshop.
 - The FAR Committee questioned whether this decision should be formalized in policy and/or that guests be invited to the June workshop but not the Annual Meeting of Members for additional savings.

Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies presented in Appendix 1:
 - **5.2, Treatment of staff and volunteers:** Minor wording changes proposed.
 - **6.12, Human Resources Committee terms of reference:** Several revisions are proposed to align with changes to other policies, address gaps identified and improve clarity of meaning.

- **7.1, Board, committee, and other volunteer expenses:** It is proposed that travel expenses for one guest per Board member be reimbursed at only the AMM, i.e., the Spring meetings, and *not* the Board workshop going forward. This revision aligns with the Board’s decision in 2024 to forgo the inclusion of guests at the 2024 Board workshop/retreat.
- **9.2, Qualifications Board guidelines:** Revisions proposed to better reflect the CEQB’s work.
- **9.3, National position statements:** Revisions proposed to provide greater flexibility and clarity in the development of the NPS workplan, the timing of the NPS review, the process for NPS consultations, and archiving/unarchiving NPSs.

Other options considered

- Six (6) Board policies were considered. Members of the GC were assigned one policy to review in detail, with proposed revisions by staff, in advance of its November 13, 2024, meeting. GC members then had the opportunity to propose further revisions to the committee for discussion.
- No changes were proposed to policy 4.2, *Directors’ responsibilities*
- The Governance Committee approved typographical edits within its authority for Board policy 5.6, *Planning*.

Risks

- Operating without clear and up-to-date policies puts Directors and the organization at risk in terms of compliance and the transfer of corporate knowledge. This risk is mitigated, in part, through regular and ongoing policy reviews.

Financial implications

- None of the proposed policy revisions have budgetary implications, save for policy 7.1.
- When considering limiting guest reimbursement to only one meeting, the Governance Committee noted that:
 - The costs associated with including guests at the spring meetings and workshop vary depending on the location of the meeting.
 - While the spring meetings may be longer in duration than the Board workshop, they are normally located in a central location making travel costs more economical overall.

Benefits

- The proposed revisions aim to enhance the existing policies so that the Board and its key interest holders have access to clear policies that govern Engineers Canada.
- The proposed revision to Board policy 7.1 demonstrates to its Members the Board’s commitment to fiscal responsibility.

Consultation

- In addition to a preliminary review conducted by Engineers Canada’s governance staff, other committees provided feedback for the Governance Committee’s consideration:
 - 5.2, *Treatment of staff and volunteers* (HR Committee)
 - 5.6, *Planning* (FAR Committee)
 - 7.1, *Board, committee, and other volunteer expenses* (HR Committee)

- 9.2, *Qualifications Board guidelines* (CEQB)
- Due to time constraints, the HR Committee was unable to agree upon a specific recommendation for policy 7.1.
- The CEO reviewed the policies of 11 of the 12 Regulators, two government departments with boards and three non-governmental organizations (NGOs), some of which included paid Directors. He noted that the trend is for there to be either no or limited allowances for spousal attendance, which is typically limited to one key event per year.

Next steps

- Pending Board approval, the policy manual will be updated to include the revised policies.
- The Governance Committee suggested that policy 7.1 be reviewed as part of or in response to decisions around Board composition that emerge from the governance review.

Appendix

- **Appendix 1:** Marked-up (track change) versions of the policies.



5 Executive duties and limitations

5.2 Treatment Management of staff and volunteers

Date of adoption: April 9, 2018 (Motion 5693)

Review period: Triennial

Date of latest amendment: October 1, 2021 (Motion 2021-10-4D)

Date last reviewed: October 1, 2021

Commented [JB1]: Proposed title change to better reflect the content of the policy.

- (1) The CEO shall ensure that working conditions for staff and volunteers under the CEO's authority are fair, dignified, safe, organized, and clear, and meet legislative requirements.
- (2) Further, without limiting the scope of the above statement, the CEO shall ensure that the following are in place:
 - a) Clear and objective expectations and assessment of performance for staff.
 - b) Written human resource policies that:
 - i. clarify expectations and working conditions for staff and volunteers;
 - ii. provide for effective handling of grievances;
 - iii. protect against wrongful conditions such as harassment, nepotism, and grossly preferential treatment for personal reasons; and,
 - iv. protect staff and volunteers when, acting in good faith, they report **potentially** unethical, unlawful, or unprofessional conduct.
 - c) An effective staff education and development process.
 - d) A method to inform staff and volunteers of their rights under this policy when, acting in good faith, they report unethical, unlawful, or unprofessional conduct.
 - e) A safe physical work environment for staff.
 - f) Plans for emergency situations.

Commented [JM2]: This minor revision is proposed to reflect that at the point of reporting the conduct may not have yet been proven unethical, unlawful, or unprofessional.



6 Engineers Canada Board committees and task forces

6.12 Human Resources Committee terms of reference

Date of adoption: May 24, 2019 (Motion 5756)

Review period: Biennial

Date of latest amendment: December 12, 2022
(Motion 2022-12-4D)

Date last reviewed: December 12, 2022

The Human Resources (HR) Committee enhances the Board's effectiveness and efficiency by overseeing the timely delivery of the Director onboarding and development program and monitoring and assessing the performance of the Board, Board committees, Directors, and the CEO so that Engineers Canada can deliver on its mandate.

6.12.1 Responsibilities

~~(1) The HR Committee is tasked to fulfill the following Board responsibilities:~~

- ~~a) Hold itself, and its Direct Reports accountable;~~
- ~~b) Provide orientation of new directors and continuing development of directors and others who work closely with the Board.~~

~~(2)(1) In carrying out these responsibilities, the HR committee shall:~~

- a) Nominate new committee members and recommend committee chairs annually, as per Board policy 6.1, *Board Committees and Task Forces*;
- b) Recommend to the Board for approval membership of a CEO Search Committee, when required. The CEO Search Committee's membership may align with that of the HR Committee.
- c) Approve the structure and content of the annual Board, Director and Chair performance surveys, as per Board policies 4.12, *Board assessments*, and 4.13, *Individual Director assessment*, and 6.2, *Board, committee, and task force chair assessment*.
- d) Review the results of the annual Board assessments and report anything of significance to the Board.
- e) Annually review policies which provide for the sound management of Engineers Canada's volunteers and personnel;
- f) Establish, administer, and annually review competency profiles for the Board, individual Directors, and chairs, and consider Board and committee succession planning;
- g) Provide oversight of the Director onboarding and development program;

Commented [JBM1]: No longer relevant. These bullets have been removed from Board policy 4.1, *Board responsibilities*. Relevant responsibilities from BP 4.1 that are delegated to the HR Committee are captured below.

Commented [JB2]: Added to address a gap noted during the recent CEO Search Committee process.

Commented [JBM3]: Recommended to match changes to the BP 4.12 and 4.13 approved by the Board in December 2023; and 6.2 approved in December 2024.

Commented [JB4]: This addition was proposed by the Governance Committee to ensure the efficient use of the Board's time. If the Board approves this revision, a corresponding housekeeping change will be made to BP 4.12.1C(3)d).

Commented [JBM5]: Decoupled from the CEO succession plan below and moved here.



- e)h) Annually review succession plans for the CEO; ~~the Board, and Board committees;~~
- f)i) Annually confirm ~~that the CEO has prepared~~ succession plans for ~~the their~~ direct reports to the CEO;
- g)j) ~~Develop Review~~ and recommend annual objectives for the CEO to the Board;
- h)k) Conduct regular CEO assessments and make recommendations to the Board regarding annual CEO compensation; and,
- i)l) Review results of the employee engagement survey.

Commented [JB6]: Board and committee succession planning has been moved above so that it is coupled with the annual review of the competency profiles.

Commented [JB7]: Updated to clarify meaning.

Commented [JBM8]: Change suggested given that the CEO prepares their draft objectives for the committee's review.

6.12.2 Authority

The Committee has the authority to recruit or contract external resources to assist with its work within the budget allocated by the Board.

6.12.3 Composition

- (1) The HR Committee is comprised of the President, President-Elect, and Past President, as well as a member from the CEO Group and a minimum of two other Directors, all of whom are voting members.
 - a) The Past President normally serves as chair of the Committee, unless the HR Committee decides otherwise.
 - b) The outgoing HR Committee shall, annually, nominate at least two Directors and one alternate to the next year's HR Committee. The alternate Director shall only serve if one of the other Directors is elected by the Board as President-Elect.
- (2) Quorum shall be set at 50 per cent of the members plus one.
- (3) The Engineers Canada Director of Human Resources shall provide support to the HR Committee.



7 Board policies

7.1 Board, committee, and other volunteer expenses

Date of adoption: April 9, 2018 (Motion 5693)

Review period: Biennial

Date of latest amendment: December 4, 2023 (Motion # 2023-12-5D)

Date last reviewed: December 4, 2023

- (1) This policy applies to Engineers Canada Board members, Board committee members, and select other participants (collectively, “volunteers”) who travel and/or incur travel-related expenses, including to attend or participate in meetings, events, and conferences (“events”) in the course of carrying out Engineers Canada business.
- (2) The purpose of this policy is to ensure volunteers have a clear understanding of the guidelines, policy, and procedures around travel and the incursion of travel-related expenses, including the kind and method of business travel that is considered appropriate, in what circumstances pre-approval is required, and how travel-related expenses should be claimed.

7.1.1 Board and Board committee member expenses

- (1) Volunteers shall be reimbursed for all reasonable expenses associated with travel, accommodation, meals and other miscellaneous expenses incurred while conducting Engineers Canada business. Volunteers are accountable to determine the most practical methods of travel.
- (2) Expenses incurred for volunteers’ attendance at meetings called by their Regulator, for which the Board Director is the appointed Director, shall not be reimbursed.
- (3) Expenses for the President’s guest (or for the guest of the President’s designate when the President is unable to attend) will be reimbursed when the President or designate attends a Regulator annual meeting, annual general meeting, or Geoscientists Canada annual meeting where guests are invited.
- (4) Reasonable travel expenses associated with travel for the one guest of per Board members may be reimbursed for attendance at Engineers Canada’s spring meetings only the annual meeting of members and the Board retreat.
- (5) Transportation costs will be reimbursed as appropriate for the situation.

Commented [JB1]: This change in allowance is proposed to align with guest allowances approved in Engineers Canada’s 2024 and 2025 budgets, and the practices of the Regulators and other not-for-profits.

Commented [JB2]: The change in wording reflects the language used in our Board communications. The Annual Meeting of Members suggests an invitation to only that meeting.



7.1.2 Regulator presidents' expenses

Upon request, Engineers Canada shall reimburse (in accordance with this policy) travel-related expenses in excess of \$1,500 for presidents of Regulators with less than 2,500 registrants to attend Board meetings to which presidents are invited to attend.

7.1.3 Exceptional travel

- (1) For any travel not included in Engineers Canada's approved budget pre-approval by the President or their delegate is required.

7.1.4 Acceptable travel-related expenses

A. Airfare

- (1) Tickets should be purchased as early as possible to take advantage of the lowest fares, following the call of an event.
- (2) Lowest economy class airfare that allows for one piece of checked luggage should be used where available and practical. Engineers Canada's Corporate Rewards program should be used where practical. Volunteers will be reimbursed in cases where they have purchased flights to attend events, where they must cancel due to an emergency.
- (3) When flying time is six (6) hours or more for any single leg of the trip, purchasing lowest-cost business class fare is permitted.
- (4) Checked and carry-on baggage fees and trip-cancellation insurance are eligible for reimbursement.

B. Rail

- (1) Tickets should be purchased as early as possible to take advantage of the lowest fares.
- (2) The standard for rail travel is business class.

C. Buses, taxis, and ride-share

- (1) Reasonable bus, taxi, or ride-share fares shall be reimbursed.
- (2) Limousine service is discouraged unless it is more economical than taxi fare.

D. Rental vehicles

- (1) Volunteers may travel by rental vehicle when it is more cost-effective or efficient than air, train, taxis, or personal vehicles (e.g. short trips, or where sharing makes renting a vehicle more attractive), including where:
 - a) Taxi/limousine service is not available or cost effective;
 - b) Location of the event is not easily accessible from a major airport; and,
 - c) Large quantities or materials are being delivered to an event location by the volunteer.



- (2) Volunteers who travel by rental vehicle shall be reimbursed for collision insurance and gasoline. The approved car rental category is mid-size, although free upgrades are permitted. When necessary, larger vehicles or vehicles with special requirements may be rented to transport excess baggage OR large items such as displays, or to accommodate medical reasons.
- (3) If, due to personal preference, a traveller opts to rent a vehicle instead of using other means of transport to attend an event, the maximum amount payable will be the equivalent of the taxi fare between the airport and the location of the event and the cost of airfare, combined.

E. Personal vehicles

- (1) Volunteers who travel by personal vehicle may claim the [Canadian Government kilometric rates](#) in effect at the time of travel, to the equivalent of the taxi fare between the airport and the location of the event and the cost of airfare, combined.
- (2) Engineers Canada is not responsible or liable for any costs or damages incurred above and beyond the rate per kilometer reimbursement. It is the responsibility of the individual volunteer to ensure adequate insurance coverage for business use of personal vehicles.

F. Parking, tolls, and tickets

- (1) Reasonable parking and toll expenses will be reimbursed.
- (2) Traffic and parking violations incurred while travelling on Engineers Canada business are not eligible for reimbursement.

G. Accommodations

- (1) Engineers Canada will either pay or reimburse for reasonable accommodations that reflect the purpose and circumstances when travelling.
- (2) Where events are arranged by Engineers Canada, group rates shall be secured and volunteers advised accordingly. In cases where volunteers select accommodations that exceed the room costs negotiated as part of the group rate, they shall be responsible to pay the difference in costs above the group rate. Original hotel invoices should be submitted with expense claims.
- (3) If the volunteer makes arrangements to reside in accommodations other than in the hotel designated by Engineers Canada, reasonable expenses will be reimbursed provided the overall expenses do not exceed the cost of hotel accommodation as secured through Engineers Canada group rates, if applicable.
- (4) When private accommodation is provided to a volunteer without charge, a gift of appreciation other than cash to the host may be provided. The maximum value of such gift is \$50 per night.

H. Meals

- (1) Meal costs (including incidental expenses) will be reimbursed in accordance with the current [Canadian Government guidelines](#). Receipts are not required.



- (2) If a meal is included in the cost of an event, transportation, or accommodation, or is already being provided by Engineers Canada (e.g. if breakfast is provided as part of a conference), the volunteer will not be reimbursed for any costs related to those included meals.

I. Spousal or partner travel

Expenses for partners or guests of volunteers will not normally be reimbursed, unless as stipulated in 7.1.1(4), above.

J. Childcare expenses

Reasonable additional expenses for childcare services are reimbursed when such services are specifically required by volunteers travelling on Engineers Canada business.

K. Medical insurance

Engineers Canada will reimburse volunteers who are travelling internationally for any additional medical coverage purchased to ensure medical protection while on Engineers Canada business. Costs for medical services required for international travel will also be reimbursed.

L. Traveller accident insurance

Any claim made by or on behalf of a volunteer under Engineers Canada's traveller accident insurance policy for accidental injury or death must be presented to the insurer by Engineers Canada within 30 days of the accident. A claim must have medical evidence from a licensed physician selected by Engineers Canada and be in agreement with a licensed physician as selected by the insurer. Claimants must communicate and comply in a timely manner to enable Engineers Canada time to present the claim to the insurer.

M. Combining personal with business travel

Personal travel may be combined with Engineers Canada business travel provided there is no additional cost to Engineers Canada.

7.1.5 Expense reimbursement

- (1) Expenses shall be reimbursed within 30 days of receipt of the approved expense claim when proper documentation has been provided as applicable. Incurred expenses shall also be reimbursed under a force majeure event such as global pandemic.
- (2) Claims should be made within 30 days of incurring the expenses. Engineers Canada is not required to reimburse for claims received more than three months from the date the expenses were incurred.

7.1.6 Approval of expense claims

- (1) All expense claims are initially examined by the financial staff at Engineers Canada for completeness and adherence to policy. Those submitting expense claims may be asked to complete, correct and/or clarify expense claim details. If expense claim items remain



unresolved, these items will be brought to the attention of the individual authorized to provide final approval of the expense claim.

- (2) The final authority for the approval of expense claims is as follows:
 - a) For the CEO: Approval by the President
 - b) For the President: Approval by the President-Elect
 - c) For Directors: Approval by the CEO
 - d) For Board committee members, including members of the CEAB and CEQB: Approval by the CEO
 - e) For other participants: Approval by the CEO
 - f) For Engineers Canada Staff: Approval by the CEO

- (3) The President will have final approval in the event that any issues arise within this approval process for volunteers.



9 Board-approved documents and products

Date of adoption: September 26, 2018 (Motion 5716)

Review period: ~~Biennial/Triennial!~~

Date of latest amendment: February 23, 2023 (Motion # 2023-02-5D)

Date last reviewed: February 23, 2023

Commented [JB1]: It is suggested that the policy review period be increased by a year, in keeping with the review periods for most other policies.

The Board is responsible for the approval of some Engineers Canada products that are made available to the public and governments. These products reflect the positions and policies of the engineering profession to those groups.

9.2 Qualifications Board products

- (1) The Qualifications Board produces and maintains guidelines, and Engineers Canada papers, which are approved by the Board.
- (2) Guidelines are recommendations for the Regulators and the public on:
 - a) professional requirements;
 - b) engineering / workplace practices that support and enhance the fundamentals of equity, diversity, and inclusion;
 - c) programs for members of the Regulators; and,
 - d) assessment tools for international graduates.
- (3) Guidelines outline general ~~guiding~~ principles which have a broad basis of consensus among Regulators. They provide guidance to the Regulators and also to individual engineers on various subjects and are intended to be detailed descriptions of best practices. A guideline may include both current practices and also agreed goals which are not yet achieved by some or all of the Regulators.
- (4) Engineers Canada papers are produced for Regulators with the intent to inform them concisely about a complex issue and present a stance on the matter. They are intended for distribution to the Regulators and can be publicly available or posted on the members-only section of the Engineers Canada website.
- (5) Examination syllabi are used by Regulators as guidelines to assess academic qualifications for licensing purposes. Examination syllabi represent an expert determination of the academic knowledge required to practice on a particular discipline of engineering in Canada.
- (5)(6) All Qualifications Board documents are developed by the Qualifications Board, with support from Engineers Canada staff.

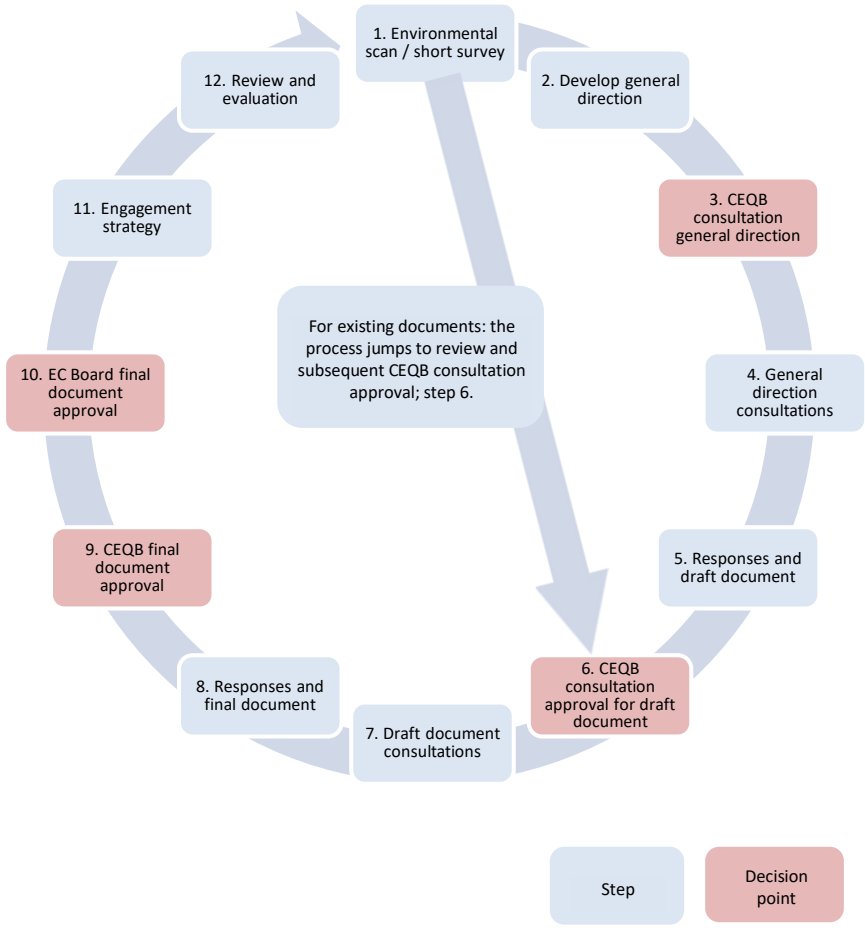
Commented [JB2]: Removed redundant word.

Commented [JB3]: Previously omitted although syllabi are a key part of the CEQB's work. Provides further context to the process descriptions on the following pages.



(6)(7) The Regulators are consulted extensively during the development of Qualifications Board products, in accordance with the Qualification Board’s consultation process as follows:

Commented [JB4]: The labels for steps 1 and 11 have been revised. The revisions are highlighted in the following table.





Qualifications Board consultation process: Step descriptions

| Step | Description |
|--|---|
| 1. Environmental scan / short survey | CEQB sub-committee conducts an environmental scan <u>and a short survey</u> . For new documents, the sub-committee organizes a national workshop in Ottawa with Regulator staff, CEQB committee members, and experts to define the target audience, objectives, and general content. If it is for the review of an existing document, then the process jumps to review and subsequent CEQB consultation approval in step 6. |
| 2. Develop general direction | CEQB writes guiding principles, which are presented in the general direction document. |
| 3. CEQB consultation approval for general direction | CEQB approves the general direction for consultation. |
| 4. General direction consultations | CEQB sends a request for feedback to the: <ul style="list-style-type: none"> • CEO Group (all documents) • National Admission, Practice, and Discipline & Enforcement Officials Groups (documents pertaining to their specific mandates) • Canadian Engineering Accreditation Board (documents pertaining to its mandate) CEQB presents to these groups when relevant. It informs the Engineers Canada Board by email. |
| 5. Responses and draft document | CEQB sub-committee reviews all the feedback, prepares the committee's response to each comment, and develops a draft document. CEQB posts the table on the consultation webpage and shares it with the officials' groups and individuals that submitted feedback before CEQB approves the draft document for consultation. |
| 6. CEQB consultation approval for draft document | CEQB approves the draft document for consultation. <u>Approval for consultation of examination syllabi has been delegated to the Syllabus Committee.</u> |
| 7. Draft document consultations | CEQB sends a request for feedback to the: <ul style="list-style-type: none"> • CEO Group (all documents) • National Admission, Practice and Discipline & Enforcement Officials Groups (documents pertaining to their specific mandates) • Canadian Engineering Accreditation Board (documents pertaining to its mandate) CEQB presents to these groups when relevant. It informs the Engineers Canada Board by email. |

Commented [JB5]: The proposed revisions to this table were informed by the CEQB via its secretariat.

Commented [JB6]: Short surveys are now conducted on key topics so that revisions better align with Regulator expectations.



| Step | Description |
|--|---|
| 8. Responses and final document | CEQB sub-committee reviews all the feedback, prepares the committee’s response to each comment, and develops a final document. CEQB posts the table on the consultation webpage and shares it with the officials’ groups and individuals that submitted feedback before CEQB approves the draft document for consultation. |
| 9. CEQB final document approval | CEQB reviews the final version of the draft document and approves it for Engineers Canada Board approval and subsequent dissemination distribution. If it is an examinations syllabus, Engineers Canada staff upload it to the Engineers Canada website. |
| 10. EC Board final document approval | Engineers Canada Board reviews the draft document and approves it for public or members-only distribution. Engineers Canada staff upload the document to the Engineers Canada website. |
| 11. Dissemination Engagement strategy | Engineers Canada staff disseminate distribute the approved document by and then actively engage with interest holders to ensure meaningful uptake and use of the work. Tactics may include through tools like webinars, media kits, Regulator outreach, and HR resource kits and diverse communication tactics such as emails, newsletter articles, Twitter, Facebook, and social media LinkedIn posts. |
| 12. Review and evaluation | CEQB monitors reaction to the document and its implementation. After five years, CEQB reviews the document, in priority order, as identified by Regulators through the work plan consultation process. |

~~(7)(8)~~ **All guidelines and Engineers Canada papers produced by the Qualifications Board must receive Board approval.** Therefore, these guidelines are a Board-approved product for which the Board is responsible.

~~(8)~~ ~~All Qualifications Board documents can be found on Engineers Canada’s website at: <https://engineerscanada.ca/regulatory-excellence/national-engineering-guidelines>~~

Commented [JB7]: This type of reference is best left out of policy. Should the location of the purposes be moved on the website, we won’t need to update the policy.



9 Board-approved documents and products

Date of adoption: March 1, 2019 (Motion 5736)

Review period: Triennial

Date of latest amendment: February 24, 2021 (Motion 2021-02-7D)

Date last reviewed: February 25, 2022

The Board is responsible for the approval of some Engineers Canada products which are made available to the public and governments. These products reflect the positions and policies of the engineering profession to those groups.

9.3 National Position Statements

- (1) National Position Statements (NPSs) reflect the engineering profession's consensus position on key issues relating to the public interest in the practice of professional engineering. ~~Each year~~ Throughout each year, as issues emerge that impact the engineering profession and the public interest, new NPSs are developed, and existing ones are reviewed to ensure that they remain current and relevant. These NPSs:
 - a) represent the collective position of the engineering profession;
 - b) are used by Engineers Canada staff in discussion with government; and,
 - c) influence public policy.

Commented [JB1]: The changes herein have been proposed by EC's Manager, Public Affairs, and are intended to provide greater flexibility and clarity in the development of the NPS workplan, the timing of the NPS review, the process for NPS consultations, and archiving/unarchiving NPSs.

9.3.1 Development and maintenance of National Position Statements

- (1) Responsibility for the development of NPSs rests with the CEO. Consideration ~~shall not~~ be given to new and existing issues facing the engineering profession. In addition, existing NPSs should be reviewed and updated on a regular basis.
- (2) The CEO ~~shall not~~ develop ~~an annual~~ workplan for the development of new NPSs and ~~the updating of review and updates to~~ existing ones. The CEO must ensure that the Regulators are consulted on the proposed workplan. ~~Generally, the workplan may be prepared annually, semi-annually or quarterly depending on Engineers Canada's current needs. The workplan may be adjusted from time to time based on the needs of the Regulators and the current political and public policy environment, prior to it being submitted to the Board for approval (usually at the Board's spring (May) meeting).~~
- (3) ~~Likewise, the~~ Regulators must be consulted ~~upon~~ on all new and updated NPSs before they are submitted to the Board for approval.
- (4) NPSs are a Board-approved product for which the Board is responsible.
- ~~(5) NPSs can be found on Engineers Canada's website at:~~
<https://engineerscanada.ca/public-policy/national-position-statements>.

Commented [JB2]: This reference may be removed so that revisions are not required to the policy should the location of the NPSs be moved.



9.3.2 Archiving of National Position Statements

- (1) Engineers Canada's NPSs that are no longer actively used will be removed from Engineers Canada's public website and stored internally at Engineers Canada. ~~To identify NPSs for archiving. The CEO will ensure all NPSs are reviewed for continued relevance on an annual basis, and The CEO's decisions on NPSs any recommendations~~ for archiving will be sent to the Board, for information.
- (2) NPSs that have been archived should be retained within Engineers Canada's document management system and not on the public facing website. These NPSs should be searchable by staff so that files can be easily located ~~and returned to the public website on an as-needed basis. If necessary, these NPSs may be updated with relevant information pending CEO approval. Updates which the CEO determines will substantially change the existing stated position require Board approval.~~ updated, and returned to the public website on an "as-needed" basis, pending ~~CEO~~Board approval.

BRIEFING NOTE: For decision

| CEO objectives | | 4.7 |
|---------------------------------------|--|-----|
| Purpose: | To approve the 2025 CEO objectives | |
| Link to the Strategic Plan/ Purposes: | Board responsibility: Hires, supports, and evaluates the Chief Executive Officer (CEO) so that they are better able to further Engineers Canada's purposes and achieve its vision. | |
| Link to the Corporate Risk Profile: | Decreased confidence in the governance functions (Board risk) Human resources (operational) | |
| Motion(s) to consider: | <i>THAT the Board, on recommendation of the three presidents, approve the 2025 CEO objectives.</i> | |
| Vote required to pass: | Simple majority | |
| Transparency: | Open session | |
| Prepared by: | Joan Bard Miller, Manager, Governance and Board Services | |
| Presented by: | Nancy Hill, Chair of the HR Committee | |

Problem/issue definition

- Board policy 4.7, *Monitoring of CEO*, establishes the procedure for evaluating the CEO's performance and for providing feedback and guidance to the CEO.
- The CEO is required to have annual objectives on which performance can be measured. Appendix 1 includes a description of the objectives proposed for 2025.
- The proposed objectives were prepared by the CEO in consultation with a consultant from Boyden; and discussed with the HR Committee on November 27, 2024, and December 12, 2024.
- At the end of its meeting in December, the HR Committee delegated to the three presidents the responsibility of working with the CEO to finalize the 2025 objective for Board approval. Feedback provided by the HR Committee have been addressed in the appendix.
- Focused attention was given to ensuring that the objectives included quantitative performance measures.

Proposed action/recommendation

- That the Board approve the proposed 2025 CEO objectives.

Benefits

- Well-defined and measurable CEO objectives promote understanding and confidence between the CEO, the Board, Regulators and among staff. Establishing transparent objectives fosters clarity, minimizing confusion and frustration, and facilitates annual evaluation.

Risks

- The objectives set the expectations of CEO performance from the Board. Lack of objectives leads to ambiguity and uncertainty of direction and focus. This absence of clarity causes confusion and

frustration amongst staff and for Regulators. Establishing transparent objectives will mitigate this risk.

Consultation

- These objectives were developed with reference to the Strategic Plan, the Annual Operating Plan, and budget, with input from the CEO, senior leadership staff, an external consultant and the three Presidents (President, Past President and President-Elect).

Next steps (if motion approved)

- An updated tool will be developed for the 2025 CEO evaluation based on the approved objectives.
- At year's end, the Board will measure the results of the 2025 objectives and conduct the CEO's performance evaluation.

Appendix

- **Appendix 1:** 2025 CEO objectives

DRAFT Objectives for the Chief Executive Officer - 2025

The following series of considerations may be used by the Human Resources Committee to provide the basis for the evaluation of the performance of Engineers Canada’s Chief Executive Officer. It covers the period January 1, 2025 until December 31, 2025.

The demonstration of Engineers Canada’s leadership competencies have a direct impact on the CEO’s ability to achieve the objectives and deliver on expectations, and therefore must be considered as part of the CEO’s performance review.

1. **Interest Holder Engagement:** Takes a perseverant, collaborative, and service-oriented approach to relationship management, and successfully maintains complementary and beneficial relationships with regulators and volunteers from coast to coast.
2. **People Leadership:** Prioritizes the development of a positive workplace environment for all staff, with the ability to lead and manage a diversity of personalities, skills, experiences and needs, with a talent for unlocking the potential of their team, and the ability to unify people towards the achievement of common goals.
3. **Advanced Interpersonal Skills:** Is a skilled negotiator, facilitator and listener, and brings a high degree of integrity to seek and maximize opportunities for the 12 engineering regulators that license the country’s 300,000 members.
4. **Advanced Communication Skills:** Is an exceptional communicator; clarifying and presenting information in a direct and logical manner, while effectively considering diverse perspectives. Is an engaging and confident speaker, and able to successfully represent Engineers Canada to the media and government bureaucrats.
5. **Strategic Thinking / Vision:** Adept at identifying long term, strategic goals, understanding ‘the big picture’, finding creative and strategic solutions to complex problems, and will ensure that Engineers Canada, and therefore the regulators, are well positioned to meet future challenges.
6. **Governance:** Effectively supports the board with advice and information in a transparent and open manner that allows the board to fulfill its duties.

Strategic Direction

| Priority | Actions/Initiatives | Key Performance Indicators/Metrics | Stretch Goal(s) | Weight | Leadership Competencies Required | Evidence of Impact December 2025 |
|--|--|------------------------------------|-----------------|--------|---------------------------------------|----------------------------------|
| Identify and propose options for changes to the governance system for validation by Regulators. | Lead the change management process; ensure the process is transparent and builds understanding and alignment amongst all interest holders. | Complete – Yes/No | | 20% | Strategic Thinking/Vision, Governance | |
| | Socialize recommendations and obtain strong support from interest holders. | Complete – Yes/No | | | | |
| | Secure a properly vetted and experienced consultant | Complete – Yes/No | | | | |

| Priority | Actions/Initiatives | Key Performance Indicators/Metrics | Stretch Goal(s) | Weight | Leadership Competencies Required | Evidence of Impact December 2025 |
|--|---|---|--|--------|---|----------------------------------|
| | to support the governance review committee. | | | | | |
| Plan for and begin implementing the Engineers Canada Board Approved Futures of Engineering Accreditation recommendations. | Lead the establishment of the committee, ensure clear terms of reference and a structured and transparent plan. Committee and plan created in Q1 2025. | Complete – Yes/No | Start a pilot project based on the buy-in of interest holders. | 20% | Interest Holder Engagement, People Leadership, Advanced Communication Skills, Strategic Thinking/Vision | |
| | Ensure the plan results in a structured and transparent process, with engagement of key interest holders who's input, and concerns are heard and captured, and aligned to common goals. | Achieved – Yes/No Key indicators: feedback from regulators regarding the way in which the process was managed, positive feedback from interest holders re: their experience and outcomes. | | | | |
| | Implement the Board approved Phase 1 recommendations (i.e. education and pilot) of the Report advance the path forward report. Report back to the Board on the next steps following phase I. | | Have recommendations to the Board by Q4 with plan to implement Phase 1. | | | |
| Drive inclusiveness for women and underrepresented groups | Execute 2025 initiatives to advance women and other underrepresented groups into engineering including: -30 by 30 annual national conference. (Q2 2025) -K-12 programs -Endorse and expand on the Champion Program | -Increase attendance by 10% ->30% of registered participants are men -Increased representation of employers | -Exceed expected attendance -Develop and implement a long-term sustainability strategy for the annual | 20% | Advanced Interpersonal Skills, Advanced Communication Skills | |

| Priority | Actions/Initiatives | Key Performance Indicators/Metrics | Stretch Goal(s) | Weight | Leadership Competencies Required | Evidence of Impact December 2025 |
|---|--|--|--|--------|---|----------------------------------|
| | | (>40%), HEIs and Associations (>30%). | conference -Introduce higher reach measures for K-12 programs -Expand on current Champion Program | | | |
| | Share recruitment and retention strategies and recommendations with the Board for approval. | Complete – Yes/No | | | | |
| Build and strengthen relationships with Regulators | Continue to build relationships with regulators through ongoing meetings, attending AGMs, and being readily available. | 3 regulator engagements. Positive buy-in/support, and feedback from regulators through the above list of priorities and actions. | | 20% | Interest Holder Engagement, Advanced Interpersonal Skills, Advanced Communication Skills, Strategic Thinking/Vision | |
| | Advance on harmonization initiatives with regulators. Possible areas of consideration CPD harmonization. | Regulators identify a common area of national harmonization | -Reach consensus in identifying areas for harmonization with regulators and begin to develop strategy to implement | | | |
| Engineers in Leadership | Define the scope of the project to advance awareness of the need to provide tools for better oversight of engineering projects and work in the private sector and the public sector. | Set objectives, development of the path forward. | | 5% | People Leadership, Strategic Thinking/Vision | |

Achievement of Key Operational Objectives

| Priority | Actions/Initiatives | Key Performance Indicators/Metrics | Stretch Goal(s) | Weight | Leadership Competencies Required | Evidence of Impact December 2025 |
|--|---|---|-----------------|--------|--|----------------------------------|
| Organizational Culture and Engagement | Maintain the current level of employee engagement. | Employee Engagement Survey Results (Q4 2025) | | 15% | People Leadership, Advanced Communication Skills, Strategic Thinking/ Vision | |
| | Improve office operations' cost-effectiveness and efficiency, will implement automation tools, optimize resource allocation, and reduce manual tasks. | These KPIs will include metrics such as the reduction in operational costs, the number of automated processes implemented timely implementation of new technologies. | | | | |
| CEO Development Plan | Implement all actions outlined in the CEO's development plan. | Meet the objectives established in the CEO development plan. | | | All | |
| Operational | Review impact of National Marketing Campaign. | Assess the impact of the National Marketing Campaign and build a compelling case outlining the recommended path forward, based on the assessment and input from regulators. | | | People Leadership, Strategic Thinking/Vision | |
| | Pathway to Engineering | Assess the impact of communication plans and initiatives; build a recommendation for the path forward. | | | | |

| Priority | Actions/Initiatives | Key Performance Indicators/Metrics | Stretch Goal(s) | Weight | Leadership Competencies Required | Evidence of Impact December 2025 |
|----------|---|--|---|--------|----------------------------------|----------------------------------|
| | Build alignment and consensus and inform the role of Engineers Canada as it takes a national position on ESG within the engineering profession. | Lead the development of Engineers Canada's ESG Philosophy and its integration into board and organizational policies so that sustainability is integrated throughout the corporate strategy. | Begin to implement the approved ESG philosophy into board and organizational policies and procedures. | | | |

BRIEFING NOTE: For decision

| Canadian Engineering Accreditation Board (CEAB) 2025 work plan | | 4.9 |
|---|--|-----|
| Purpose: | To approve the 2025 CEAB work plan. | |
| Link to the Strategic Plan/Purposes: | Core purpose 1: Accrediting undergraduate engineering education programs Core purpose 7: International mobility | |
| Link to the Corporate Risk Profile: | Decreased confidence in the governance functions (Board risk) | |
| Motion(s) to consider: | <i>THAT the Board approve the Ongoing operational work, Procedural work, and Policy and criteria work sections of the 2025 CEAB work plan.</i> | |
| Vote required to pass: | Simple majority | |
| Transparency: | Open session | |
| Prepared by: | Mya Warken, Manager, Accreditation and Secretary, CEAB | |
| Presented by: | Jeff Pieper, Chair, CEAB | |

Problem/issue definition

- Except for the Criteria, Policies, and Procedures section, the Board approved the 2025 CEAB workplan at their December meeting.
- The Board requested further information about the resources required to complete the items captured under Criteria, Policies and Procedures, and their importance and urgency to higher education institutions (HEIs).

Proposed action/recommendation

- That the remaining elements of the work plan be approved as presented.
The CEAB has considered the direction of Engineers Canada’s Strategic Priority 1.1 to *Investigate and Validate the Scope and Purpose of Accreditation* and presents a work plan which balances the need to address errors, flaws, and major inefficiencies in the accreditation system with the direction emerging from the Futures of Engineering Accreditation’s (FEA) Path Forward Report. At least three workplan items could be considered complementary to, but separate from, FEA’s potential direction, as identified in the workplan. While not necessarily complementary, the other workplan items do not work against FEA’s potential direction.
- As major CEAB policy was paused while Strategic Priority 1.1 to *Investigate and Validate the Scope and Purpose of Accreditation* was underway, the Engineers Canada Board has not yet considered all recommendations from Futures of Engineering Accreditation’s Path Forward Report. While not formally defined, one can infer that ‘Major policy work’ is that which impacts accreditation criteria. No changes to criteria are being contemplated in the proposed workplan.
- The resources required for the execution of the workplan have been considered in the prioritization of workplan items, especially resources required by staff, volunteers, and capacity for interest holders to collaborate on initiatives and/or participate in consultations.

Other options considered

- Undertake only operational work related to accreditation visits and the annual Accountability in Accreditation evaluation process. This option would not address errors, flaws, and major inefficiencies in the accreditation system.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEAB, one of its four (4) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that accreditation visits are not completed and that interest holders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that CEAB volunteers might become disengaged, which could negatively affect the timeliness and quality of CEAB work.

Financial implications

- All work plan items are accounted for in the proposed 2025 budget.

Benefits

- The CEAB will fulfill its mandate to conduct accreditation business and develop and maintain accreditation criteria, policies, and procedures.
- The workplan addresses errors, flaws, and major inefficiencies in the accreditation system.
- Deliverables may inform later Futures of Engineering Accreditation work.

Consultation

- The Board was consulted on the development of the plan at its meeting in June when presented with a recommendation to resume policy work, in October when presented with the draft workplan, and in December when presented with the workplan for approval.
- The annual workplan is informed by:
 - Ongoing operational work (accreditation visits)
 - Feedback from EDC, CFES, and other interest holders.
 - Results from the annual [Accountability in Accreditation](#) report
 - Changes to the engineering educational and/or accreditation environment
 - Direction from the Engineers Canada Board and the Strategic Plan

Next steps

- CEAB to execute the work plan.

Appendix

- **Appendix 1:** 2025 CEAB work plan

CEAB work plan 2025

| Item | | |
|--|---|-----------------------------------|
| Accreditation decisions (approved December 2024) | Visit date | Decision date (2025) |
| Royal Military College (1 program) | October 27-29, 2024 | June |
| Université du Québec à Rimouski (3 programs) | October 27-29, 2024 | June |
| Concordia University (8 programs) | November 3-5, 2024 | June |
| University of British Columbia (9 programs) | November 3-5, 2024 | June |
| University of Ottawa (7 programs) | November 10-12, 2024 | June |
| Université de Sherbrooke (2 programs) | November 10-12, 2024 | June |
| Toronto Metropolitan University (8 programs) | November 10-12, 2024 | June |
| Western University (4 programs) | November 17-19, 2024 | June |
| York University (5 programs) | November 18-19, 2024 | June |
| University of Calgary (6 programs) | November 24-26, 2024 | June |
| McMaster University (8 programs) | November 24-26, 2024 | June |
| University of Windsor (5 programs) | January 19-21, 2025 | June |
| University of Guelph (7 programs) | January 26-28, 2025 | June |
| Laurentian University (3 programs) | February 9-11, 2025 | June |
| Queen's University (11 programs, including one new program) | February 9-11, 2025 | June |
| Université du Québec à Trois-Rivières (1 program) | February 16-18, 2025 | June |
| Conestoga College (1 program) | February 19-21, 2025 | June |
| Université du Québec en Abitibi-Témiscamingue (3 programs) | February 23-25, 2025 | June |
| University of Ontario Institute of Technology (3 programs) | March 2-4, 2025 | June |
| Algonquin College (1 new program) | June 8-10, 2025 | September |
| Seneca College (1 new program) | June 11-13, 2025 | September |
| International monitoring (approved December 2024) | Participant(s) | Date |
| Provision of advice to the delegation to the Washington Accord meetings | CEAB members | June 8-13 Merida, Mexico |
| Ongoing operational work | Responsible | Due date |
| Implement Tandem for accreditation (Engineers Canada's new web-based data management system). | Policies and Procedures Committee CEAB members | Ongoing |
| Accountability in Accreditation (AinA) <ul style="list-style-type: none"> Study and prioritize the findings from the 2024 report Collect data for the 2025 report | AinA Committee P&P Committee CEAB | Ongoing |
| Procedural work | Responsible | Due date |
| Consider final recommendations to close gaps in the <i>Interpretive statement on curriculum content for options and dual discipline programs</i> . | P&P Committee | April (continued from 2024) |
| Reconcile the Questionnaire, GA/CI rubrics, and accreditation criteria regarding the necessity for programs to classify the instructional level of content relating to one or more graduate attribute in each course across progression categories introductory (I), intermediate development (D), and advanced application (A) (complements FEA recommendation 4: Mandate a shift to outcomes-focused accreditation). | P&P Committee CEAB | December |
| Study trends in Graduate Attribute and Continual Improvement criteria compliance and findings to identify where the CEAB should take action (complements FEA recommendation 4: Mandate a shift to outcomes- | CEAB | December (continued from 2024) |

| | | |
|--|---|-----------------|
| focused accreditation). | | |
| Develop more robust procedures related to ‘focused visits.’ | P&P Committee CEAB | December |
| Policy and criteria work | Responsible | Due date |
| Consider adding a new clause to “Appendix 1” of the CEAB Accreditation Criteria and Procedures book, “Regulations for granting transfer credits,” to stipulate that up to 112 Accreditation Units (AUs) can be allocated without a validation procedure for complementary studies at 3-year technical CEGEP programs. | P&P Committee CEAB | June |
| Action recommendations from the CEAB thought paper: <i>Reconsideration of Specific AUs in the assessment of engineering programs</i> (complements FEA recommendation 8: alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals; Engineering Deans Canada members have identified this as a priority). | P&P Committee CEAB Engineers Canada Board | December |
| 2025-2029 Strategic plan | Responsible | Due date |
| Monitor and contribute to the <i>Realizing accreditation and academic assessments</i> strategic direction when/how requested. | CEAB members | Ongoing |