



# FINAL AGENDA

208<sup>th</sup> ENGINEERS CANADA BOARD MEETING

May 28, 2021 | 10:00am – 5:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

Please refer to the [Board Policy Manual](#) and [Bylaw](#)

<b>1.</b>	<b>Opening</b>
	<b>1.1 Call to order and approval of agenda</b> – J. Boudreau <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>
	<b>1.2 Declaration of conflict of interest</b> (pages 4 to 5)
	<b>1.3 Review of previous Board meeting</b> – J. Boudreau (pages 6 to 7) a) Action item list b) Board attendance list
<b>2.</b>	<b>Executive reports</b>
	<b>2.1 President's report</b> – J. Boudreau (pages 8 to 10)
	<b>2.2 CEO update</b> – G. McDonald (verbal)
	<b>2.3 Q1 Interim Strategic Performance Report to the Board</b> – G. McDonald, B. Dony, M. Mahmoud (pages 11 to 27)
	<b>2.4 Consultation report</b> – D. Chui (pages 28 to 31)
	<b>2.5 CEO Group report</b> – K. King (pages 32 to 41) a) February meeting presentation slides b) Verbal update from the May meeting to be provided onsite
	<b>2.6 Presidents Group report</b> – M. Stothart (pages 42 to 48) a) February meeting presentation slides b) Verbal update from the May meeting to be provided onsite
<b>3.</b>	<b>Consent agenda</b>
	Board members may request that an item be removed from the consent agenda for discussion. <i>THAT the consent agenda motions listed below (3.1 to 3.4) be approved in one motion.</i>
	<b>3.1 Approval of minutes</b> (pages 49 to 64) a) <i>THAT the minutes of the February 24, 2021 Board meeting be approved as presented.</i> b) <i>THAT the minutes of the April 7, 2021 Board meeting be approved as presented.</i>
	<b>3.2 CEAB appointments</b> (pages 65 to 67) <i>THAT the following CEAB appointments be approved for the period July 1, 2021 to June 30, 2024:</i> <ul style="list-style-type: none"> <li>• Suzelle Barrington, representative for Quebec (third term)</li> <li>• Emily Cheung, member-at-large (third term)</li> <li>• James K.W. Lee, member-at-large (new member)</li> <li>• Ramesh Subramanian, representative for Ontario (second term)</li> </ul>
	<b>3.3 CEQB appointments</b> (pages 68 to 70) <i>THAT the following CEQB appointments be approved for the period July 1, 2021 to June 30, 2024:</i> <ul style="list-style-type: none"> <li>• Kamran Behdinin, member-at-large (new member)</li> <li>• Marcie Cochrane, member-at-large (new member)</li> <li>• Frank Collins, representative for the Atlantic region (third term)</li> <li>• Amy Hsiao, representative for the Atlantic region (second term)</li> <li>• Sam Inchasi, member-at-large (second term)</li> <li>• Karen Savage, representative for BC (second term)</li> <li>• Qing Zhao, member-at-large (second term)</li> </ul>

	<p><b>3.4 National Position Statements</b> (pages 71 to 90)</p> <p>a) <i>THAT the following new National Position Statement be approved:</i></p> <p>i. Professional practice in biotechnology</p> <p>b) <i>THAT the following updated National Position Statements be approved:</i></p> <p>i. Immigration and foreign qualifications recognition</p> <p>ii. Qualifications to provide engineering expertise to panels and boards under federal jurisdiction</p>
4.	<p><b>Board business/required decisions</b></p>
	<p><b>4.1 Governance effectiveness survey</b> – N. Hill (pages 91 to 104)</p> <p><i>THAT the Board, on recommendation of the Governance Committee, adopt the recommendations contained in the governance effectiveness report.</i></p>
	<p><b>4.2 Board policy updates</b> – N. Hill (pages 105 to 158)</p> <p><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.1.2, Guiding Principles <span style="float: right;">iii.6.10, CEQB</span></p> <p>ii.6.9, CEAB</p> <p>b) <i>rescind Board policy 8.2, Diversity and Inclusion.</i></p>
	<p><b>4.3 50-30 Challenge</b> – J. Dunn (pages 159 to 161)</p> <p><i>THAT the Board approve Engineers Canada's participation in the federal government's 50-30 Challenge, on recommendation of the 30 by 30 Champion.</i></p>
5.	<p><b>Annual reports</b></p>
	<p><b>5.1 CEAB and update on Engineering Deans Canada concerns</b> – B. Dony (slides and pages 162 to 164)</p>
	<p><b>5.2 CEQB</b> – M. Mahmoud (slides and pages 165 to 166)</p>
	<p><b>5.3 FAR Committee</b> - D. Gelowitz (slides and page 167)</p>
	<p><b>5.4 Governance Committee</b> – N. Hill (slides and pages 168 to 169)</p>
	<p><b>5.5 HR Committee</b> – D. Lynch (slides and pages 170 to 171)</p>
	<p><b>5.6 Board's 30 by 30 Champion</b> – J. Dunn (slides and pages 172 to 174)</p>
	<p><b>5.7 List of partnership organizations</b> – G. McDonald (pages 175 to 185)</p>
6.	<p><b>Annual updates from stakeholders</b></p>
	<p><b>6.1 Engineering Deans Canada</b> – K. Deluzio (verbal update with supporting slides)</p>
	<p><b>6.2 Canadian Federation of Engineering Students</b> – S. McKeown (verbal update with supporting slides)</p>
7.	<p><b>Elections and appointments</b></p>
	<p><b>7.1 Acclamation of the President-Elect</b> – D. Lynch (page 186)</p>
	<p><b>7.2 Appointment of the HR Committee</b> - D. Lynch (pages 187 to 188)</p> <p><i>THAT the Board appoint the following Directors to the 2021-2022 HR Committee, on recommendation of the 2020-2021 HR Committee:</i></p> <p>a) Dawn Nedohin-Macek, Engineers Geoscientists MB</p> <p>b) Jane Tink, APEGA</p>
8.	<p><b>Other business</b></p>

<b>9.</b>	<b>Next meetings</b>
	<b>Board meetings</b>
	<ul style="list-style-type: none"> <li>• June 14-15, 2021 (virtual)</li> <li>• October 1, 2021 (Ottawa, ON)</li> <li>• December 13, 2021 (Ottawa, ON)</li> <li>• February 25, 2022 (Ottawa, ON)</li> <li>• April 6, 2022 (virtual)</li> <li>• May 27-28, 2022 (ON)</li> </ul>
	<b>2021-2022 committee meetings</b>
	<ul style="list-style-type: none"> <li>• HR Committee: May 29, 2021 (virtual)</li> <li>• All 2021-2022 committees meet June 14, 2021 (virtual)</li> </ul>
<b>10.</b>	<b>In-camera sessions</b>
	<p><b>10.1 Board Directors, Direct Reports, CEO Group Advisor, and staff</b></p> <p><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, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Manager of Member Services, the Vice President of Corporate Affairs and Strategic Partnerships, and the Governance Administrator.</i></p> <ul style="list-style-type: none"> <li>• Affinity programs annual report – G. McDonald (attachments circulated separately)</li> </ul>
	<p><b>10.2 Board Directors and CEO</b></p> <p><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></p>
	<p><b>10.3 Board Directors only</b></p> <p><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.</i></p>
<b>11.</b>	<b>Closing</b> (motion not required if all business has been completed)

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## 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 Board<sup>1</sup> or, in the case where membership approval is sought, to the members,<sup>2</sup> 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:

- ☐ 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?

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<sup>1</sup> Section 141(1) and (2) of the CNCA

<sup>2</sup> Section 141(9)(a) of the CNCA



- ☐ 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.<sup>3</sup>

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).<sup>4</sup> The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).<sup>5</sup> 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.<sup>6</sup> Further, as a best practice, they should leave the room and not participate in the salient part of the Board meeting.

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3 Section 141(1) of the CNCA

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

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.	Apr 7, 2021	Ensure that the audit findings report is amended to demonstrate that the 2020 audit was concluded in February 2021.	Staff	ASAP	Complete – In-office record is amended.
2.	Apr 7, 2021	Staff to make the noted adjustments to the Corporate Risk Profile.	Staff	ASAP	Complete – Documents have been adjusted in advance of FAR's next review.
3.	Feb 24, 2021	Staff to follow up on the independent practice rights for technologists with Regulators to determine if it should be operationalized under the current Strategic Plan.	Staff / CEO Group	N/A	In progress – To be further discussed at the CEO Group's May meeting.
4.	Feb 24, 2021	Staff to amend priority 1.1 of the Strategic Plan, as listed above, prior to circulation to the Members.	Staff	ASAP	Complete – The document was updated prior to circulation to the Members on Feb 26, 2021
5.	Apr 8, 2020	Staff to review the motion text related to audited statements prior to the 2021 meeting.	Secretariat	March 1, 2021	Complete – Revised motion text was presented to the Board on April 7, 2020.

Last updated: May 12, 2021																					
	Kathy Fong	Maxime Balleste	Christian Bellini	Jean Boudreau	Victor Benz	Jeff Card	Danny Choi	Justin Dunn	Dwayne Gelowitz	Nancy Hill	Jeff Holm	Sudhir Jha	Tim Joseph	David Lynch	Dawn Nadehin-Mackel	Kelly Reid	Jane Tink	Richard Trimble	Nicolas Turgeon	Mike Wriech	Chris Zuck
Board Meetings																					
June 15, Virtual	✓	✗	✓	✓			✓	✓	✓							✓	✗	✗	✓	✓	
October 2, Virtual	✓	✓					✓	✓	✓												
December 7, Virtual	✓	✓					✓	✓	✓												
February 24, Virtual	✓	✓					✓	✓	✓												
April 7, Virtual	✓	✓				✗	✓	✓	✓												
Board on Board Leadership Program																					
Ongoing access		✓	✓		✓		✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	
4 Seasons training Summit																					
November 1 to January 31, 2021 (90 days)	✓		✓	✓			✓		✓	✓		✓	✓					✓	✓		
CEAB																					
June 6-7, Virtual				✓	✓	✓	✓					✓	✓		✓						
September 19-20, Virtual				✓		✓	✓					✓	✓								
February 6, Virtual				✓		✓						✓									
CEQB																					
July 31, Virtual										✓											
September 21-22, Virtual				✓						✓		✓	✓		✓						
April 10-11, Virtual				✓					✓	✓											
FAR Committee																					
June 15, Virtual			✓					✓			✓					✓				✓	
August 14, Hybrid			✓	✓			✓	✗			✓		✓			✓		✓		✓	
October 21, Virtual			✓	✓				✓			✓					✓				✓	
November 10, Virtual			✓	✓				✓			✓					✓				✓	
December 1, Virtual			✓	✓				✓			✓					✓				✓	
January 26, Virtual			✓	✓				✓	✓		✓					✓				✓	
February 25, Virtual			✓	✓				✓			✓					✓				✓	
March 17, Virtual			✓					✓			✓					✓				✓	
May 12, Virtual			✓	✓				✓			✓					✗				✓	
Governance Committee																					
June 15, Virtual		✓			✓		✓		✓				✓				✗				
September 9, Virtual		✓		✓	✓		✓		✓				✓								
November 17, Virtual		✓		✓	✓				✓				✓								
March 3, Virtual		✓		✓	✓				✓				✓								
HR Committee																					
May 23, Virtual				✓			✓						✓	✓							
June 15, Virtual				✓			✓						✓	✓							
September 17, Virtual				✓			✓						✓	✓							
December 8, Virtual				✓			✓						✓	✓							
January 11, Virtual				✓			✓						✓	✓	✗						
March 29, Virtual				✓			✓						✓	✓							
Strategic Plan Task Force																					
June 11, Virtual	✓			✓		✓	✓						✓						✓		
July 16, Virtual	✓					✗	✓						✓						✓		
September 10, Virtual	✓			✓		✓	✓						✗						✓		
December 8, Virtual	✗			✓		✓	✓												✓		
February 4, Virtual	✓			✓		✓	✓						✓						✗		

Attendance Required  
Attendance Not Required / Completed  
Attendance for Partial Meeting / In progress



**President's Report**  
**January 1, 2021 to May 28, 2021**

Continued weekly calls with CEO

Jan. 11 – Participated in HR Committee (virtual) meeting

Jan. 16-17 – Attended 2 (virtual) sessions each day at the Canadian Federation of Engineering Students (CFES) Canadian Engineering Leadership Conference

This annual event (formerly known as Congress) has two objectives: host the annual general meeting of the CFES and to provide a platform where students can collaborate with and learn from industry partners, sponsors and fellow students. The theme this year was Community and Resilience.

Jan. 17 – Provided keynote for conclusion of (virtual) CFES Canadian Engineering Leadership Conference 2021

I was asked to speak to: how I have navigated through my career during the ups and downs of the economy; the role that the engineering community played; and the fact that engineering is a resilient profession.

Jan. 25 – Participated in CEO assessment results (virtual) meeting with 3 Presidents (3Ps) and Gerard McDonald

Jan. 26 – Attended Finance, Audit, and Finance (FAR) Committee (virtual) meeting

Jan. 27 – Participated in special International Professional Engineers Agreement (IPEA)/Asia-Pacific Economic Cooperation (APEC) Zoom meeting re: Engineers Canada Review

This meeting was to make a decision based on the report that was submitted by Engineers Canada after the annual IPEA/APEC meeting to respond to concerns of the review team looking at our international mobility register. It was accepted as demonstrating substantial equivalence with the international competency standard and we remain members of the APEC Engineers Agreement and International Professional Engineers Agreement for six years from the original review.

Jan. 28 – Attended Canadian Engineering Qualifications Board (CEQB) (virtual) meeting

Feb. 4 – Chaired Strategic Plan Task Force (SPTF) (virtual) meeting

Feb. 6 – Attended Canadian Engineering Accreditation Board (CEAB) (virtual) meeting

Feb. 11 – Attended APEGNB (virtual) Council meeting

Feb. 16 – 19 – Attended 7 Professional Development sessions as part of APEGNB Annual meeting and brought greetings to the (virtual) business meeting on Feb. 19

Feb. 24 – 3Ps met with CEO to report on Board decision on CEO assessment

Feb. 25 – Attended FAR Committee (virtual) meeting

Feb. 28 – Attended (virtual) sessions of CFES Canadian Engineering Competition (CEC) 2021 and presented an award on behalf of Engineers Canada as a sponsor  
Competitors must first win an intra-university competition and then must achieve top placement in the regional competitions (Western, Ontario, Quebec and Atlantic Regions). Engineers Canada was the award sponsor for the Innovative Design Award.

March 3 – Attended Governance Committee (virtual) meeting

March 3 – Attended Engineers Yukon (virtual) AGM and brought greetings

March 5 – Submitted answers to Ontario Professional Society of Engineers (OSPE) questions for blog for International Women's Day (March 8)

March 10 – Attended Engineers & Geoscientists BC PD webinar on Land Acknowledgements  
This consisted of a panel of experts and was very interesting and informative. Engineers Canada has developed a guide for staff and volunteers to acknowledge First Peoples and traditional lands when they host meetings, public events or conferences.

March 17 – Attended FAR Committee (virtual) meeting

March 18 – Attended APEGNB (virtual) Council meeting

March 29 – Participated in HR Committee (virtual) meeting

April 7 – Chaired 3Ps meeting to set agenda for May Board meeting and AMM

April 10 – Attended CEQB (virtual) meeting

April 14 – 16 – Attended ABET (virtual) Symposium

ABET is the Accreditation Board for Engineering and Technology, Inc. that accredits education programs in applied and natural science, computing, engineering, and engineering technology. The Symposium is an annual event for accreditation, assessment, and the global exchange of best practices in STEM education. The sessions at this year's event were divided into accreditation, assessment and diversity, equity, and inclusion along with discussion den/town hall and keynote addresses.

April 22 – Attended APEGNB Council meeting (as a member of council)

April 23 – Attended APEGA (virtual) AGM and provided (taped) greetings

April 27 – May 1 – Attended Professional Development sessions, Awards Ceremony and AGM of APEGS, including providing taped greetings, all virtually

May 12 – Attended FAR Committee (virtual) meeting

May 20 – Attended OIQ (virtual) Soiree de l'Excellence

May 27 – Attended Regulator (virtual) Presentations

## BRIEFING NOTE: For information

Q1 Interim Strategic Performance Report to the Board		2.3
Purpose:	To provide an interim report on the progress against the Strategic Plan to the Board	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 3: Provide ongoing and appropriate strategic direction	
Prepared by:	Gerard McDonald, Chief Executive Officer Mahmoud Mahmoud, Chair, CEQB Bob Dony, Chair, CEAB	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Background

- In September 2018, the Board provided the following direction for interim strategic reporting progress against the 2019-2021 Strategic Plan:
  - Interim performance reports to be provided by the CEO and chairs of the CEAB and CEQB at the May, October, and December Board meetings.
  - Annual performance report to be provided to the Board in February and to the Members in May.
  - The CEO and chairs of the CEAB and the CEQB to provide their **assessment of the probability of achieving the intended outcomes** for each strategic priority and operational imperative as defined in the Strategic Plan, by the end of the Strategic Plan period (2021).
  - Comments are required for any item with a probability of achievement below 90 per cent.
  - A single page scorecard with supporting pages for each strategic priority and operational imperative to be provided.
  - The Board would challenge the CEO and chairs, focusing on the exception areas (where confidence is below 90 per cent).
  - Reporting templates and process to be adapted and improved based on our experience with their use.

### Status update

- This interim performance assessment report covers Q1 of 2021 (January 1 – March 31, 2021).
- It was prepared by the CEO and the chairs of the CEAB and the CEQB, with support from staff.
- All initiatives are reporting that annual objectives are on track and that the intended outcomes for each portfolio should be achieved by year's end.

### Next steps

- At the February 2020 meeting, the Board requested an enhancement to the report to include metrics or key performance indicators. This work is being done by staff and will be implemented with the new Strategic Plan in 2022.
- Other next steps will be as directed by the Board. Possible actions include:
  - Clarification of progress to date.
  - Changes in implementation and/or operationalization within the Member-approved Strategic Plan.

### Appendices

- **Appendix 1:** 2021-Q1 Interim Strategic Performance Report

## Interim Strategic Performance Report: Q1 2021

	Q1	Q2	Q3
	Annual objectives Strategic outcomes	Annual objectives Strategic outcomes	Annual objectives Strategic outcomes
<b>Strategic priorities</b>			
SP1 Accreditation Improvement Program	»»»» »»»»		
SP2 Accountability in accreditation	»»»» »»»»		
SP3 Recruitment, retention, and professional development of women in the profession	»»»» »»»»		
SP4 Competency Based Assessment Project	»»»» »»»»		
<b>Operational imperatives</b>			
OP1 Accreditation	»»»» »»»»		
OP2 Regulator relationships	»»»» »»»»		
OP3 Services and tools (QB and NMDB)	»»»» »»»»		
OP4 National programs (affinity, devolving PIEVC, and IRP)	»»»» »»»»		
OP5 Advocating to the federal government	»»»» »»»»		
OP6 Monitoring, researching, and advising	»»»» »»»»		
OP7 International mobility	»»»» »»»»		
OP8 Promotion and outreach	»»»» »»»»		
OP9 Diversity	»»»» »»»»		
OP10 Protecting official marks	»»»» »»»»		

Scoring	
Assessment of the progress of the <b>annual objectives</b> :	Assessment of the probability of achieving the intended <b>strategic outcomes</b> by the end of the strategic plan period:
<div>✓ 100% (i.e. all objectives have been achieved)</div> <div>»»»» 90 to 100% of the initiatives are on track</div> <div>»»»» 70 to 89% of the initiatives are on track</div> <div>»»»» Some disruption; close monitoring required. 50 to 69% of the initiatives are on track</div> <div>»»»» Significant disruption; close monitoring required. The majority of the initiatives are not on track</div> <div>»»»» Obstacles being encountered that put progress and success at risk; corrective action required</div>	<div>✓ 100% (i.e. the outcomes have been achieved)</div> <div>»»»» 90 to 99% probability of achieving the intended outcomes</div> <div>»»»» 80 to 89% probability of achieving the intended outcomes</div> <div>»»»» 70 to 79% probability of achieving the intended outcomes</div> <div>»»»» 60 to 69% probability of achieving the intended outcomes</div> <div>»»»» Less than 60% probability of achieving the intended outcomes</div>



## SP1: Accreditation Improvement Program

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 4 (highest)

### Intended outcomes:

- Improved performance of the accreditation management process.
- Improved performance of the Enrolment and Degrees Awarded Survey process.
- Improved stakeholder consultation process associated with accreditation management and Enrolment and Degrees Awarded Survey processes.
- Improved user experience(s) associated with accreditation management and the Enrolment and Degrees Awarded Survey. This includes both operationally and for those stakeholders directly involved in these processes.
- Improved reliability of accreditation and the Enrolment and Degrees Awarded Survey.
- Users are enabled to more quickly adopt changes to the accreditation management and Enrolment and Degrees Awarded Survey Processes.
- Sustainable methods are established to ensure ongoing operational continual improvement.

### 2021 Objectives:

- Update the data management system based on lessons learned from the prior release.
- Training for all affected stakeholders.
- Capture and incorporate ongoing improvements.
- Implement accreditation management system (Tandem) considering the needs of higher education institutions (HEIs) and Engineers Canada. Plan the transition of the accreditation management system by HEIs, CEAB, and Engineers Canada.
- Design, build, and plan implementation of improvements to Engineers Canada's accreditation volunteer management process, ensuring alignment to the Engineers Canada's volunteer management process.

### Achievements in Q1:

- Discovery and configuration of Tandem with Armature (our vendor) to meet accreditation needs, continued from 2020.
- Held the first of five (5) scheduled demos of Tandem for accreditation to the AIP System Advisory Committee.
- Completed two (2) rounds of internal User Acceptance Testing (UAT) of Tandem for accreditation.
- Initiated implementation, training, and change management planning.
- Released the 2019 *Canadian Engineers for Tomorrow* report, using data collected using Tandem for the second time.
- Collaborated with leadership at Engineering Deans Canada (EDC) to configure improvements to the 2021 Enrolment and Degrees Awarded survey cycle.

### Comments:

- Vendor resource challenges and the need for extra time for discovery (to ensure that the final Tandem product achieves all required outcomes) delayed implementation of the system for accreditation into 2021. The team is actively exploring various implementation options for 2021, which will be informed by the timing of upcoming visit cycles, the capacity for the accreditation team, volunteers, and HEIs to adapt in the current pandemic situation, and the sustained delivery cadence from our vendor.
- Work on the volunteer management process has been transferred to the project launched in 2021, to develop an organization-wide volunteer management program.

## SP2 Accountability in accreditation

Annual Objectives: 

Accountability: CEAB

Strategic Outcomes: 

Weight: 4 (highest)

### Intended outcomes:

- The criteria established by the CEAB are data-driven, reflect the requirements of the Regulators, and support excellence in engineering education.
- Engineering Regulators are provided with annual, data-driven reporting that demonstrates that the CEAB measures transparency and effectiveness, enabling clarity of conversations around potential improvements and changes.
- Higher education institutions (HEIs):
  - Understand and recognize that the CEAB is taking them through a structured, rigorous, and fair process.
  - Feel supported in their efforts to incorporate educational innovation into their programs in a timely manner.
  - Report greater knowledge and predictability of accreditation visits and decisions, and satisfaction with the CEAB's collaborative approach to change.

### 2021 Objectives:

- Complete first annual measurement, initiated in 2020.
- Report on the first measurement cycle.
- Review measures and measurement process based on lessons learned or feedback from stakeholders.
- Begin data collection for second measurement cycle.

### Achievements in Q1:

- Work is underway on the first report.

### Comments:

- Due to low responses from both Regulators and HEIs, work has been delayed. Mitigation measures are underway to ensure work is completed on time. Due to the relatively low number of visits in the 2020/2021 visit cycle, the first report will be based on limited data.
- While most strategic outcomes are likely to be achieved by the end of the strategic plan period, the outcomes regarding HEIs may not be achieved. Specifically, the outcome that they feel supported in their efforts to incorporate educational innovation, and the outcomes regarding satisfaction with the CEAB's approach to change may be challenged.

## SP3 Recruitment, retention, and professional development of women in the profession

Accountability: CEO

Weight: 4 (highest)

Annual Objectives: 

Strategic Outcomes: 

### Intended outcomes:

- A national program with high visibility among targeted stakeholders.
- Engineering Regulators are provided the opportunity to fully participate in the program.
- Barriers to entry and retention for women in the profession are understood and mechanisms for addressing them are developed to be applied both nationally and with Regulators in their provinces and territories.

### 2021 Objectives:

- Complete review and refinement of actions in action plans for recruitment, retention and professional development.
- Complete roll-out of equity, diversity, and inclusion training for Board, CEOs, CEAB and CEQB.
- Make equity, diversity, and inclusion training module available to Regulators.
- Work with Engineering Deans Canada (EDC) to expand the 30 by 30 network to include all higher education institutions (HEIs).
- Distribute Engendering Success in STEM research results to Regulators and engineering stakeholders.
- Support 30 by 30 working groups.
- Promote DiscoverE Persist series, International Women in Engineering Day, and the memorial on December 6.
- Publish report on Regulator EIT/MIT best practices, licensure assistance programs and employer awareness programs on Engineers Canada's public website.
- Develop a national communication plan for 30 by 30.
- Publish, for the use of the Board and the Regulators, an aspirational scorecard for 30 by 30 with yearly targets.
- Collect and share Regulator best practices.

### Achievements in Q1:

- Presented GBA+ report on Regulator EIT/MIT/engineering intern best practices, licensure assistance programs and employer awareness programs to the Board.
- Presented to the Board, for the use of the Regulators, an aspirational scorecard for 30 by 30.
- Shared provincial/territorial Regulator-specific 30 by 30 Discovery reports with each Regulator's CEO and 30 by 30 Champion. Set up meetings to discuss Regulator feedback and use of the scorecard.
- Met with National Practice Officials Groups (NPOG) to begin development of equity, diversity, and inclusion training for engineers.
- Planning continues for the 30 by 30 virtual conference to support sharing of Regulator, post-secondary, and employer best practices.

### Comments:

## SP4 Competency Based Assessment (CBA) project

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

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### Intended outcomes:

- The administrative burden of processing applicants is reduced for Regulator staff.
- Applicants have greater clarity regarding the engineering work experience requirement and how to report their work experience.
- Applicants and validators report greater confidence in their own assessments.
- Application processing resources are refocused on only those applicants requiring additional assistance.

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### 2021 Objectives:

- The online competency-based assessment system and accompanying Working in Canada seminar are translated to French.
- Project completion and closeout.

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### Achievements in Q1:

- Held monthly User Steering Group meetings.
- Compiled and shared results of the inter-rater reliability assessment pilot project.
- Confirmed high-level requirements for the French version of the Working in Canada seminar.
- Translation work of the full system began.

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### Comments:

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## OP1 Accreditation

Accountability: CEAB

Weight: 3

Annual Objectives: 

Strategic Outcomes: 

### Intended outcomes:

- Ensure the Canadian accreditation process is credible in the eyes of Regulators, higher education institutions (HEIs), and engineering students to effectively and efficiently accredit Canadian undergraduate engineering programs.

### 2021 Objectives:

- Conduct accreditation business:
  - Visits to 79 programs (14 new programs) at 17 HEIs (11 English and 6 French).
  - Four (4) program decisions rendered for Canadian undergraduate engineering programs.
- Develop and maintain accreditation policies:
  - General visitor's report template - decision.
  - Definition of engineering design - decision.
  - Amendment to Appendix 3 *Interpretive statement on licensure expectations and requirements* - decision.
  - On-site materials documentation requirements – decision.
  - Revised Policies & Procedures Committee's terms of reference – decision.
  - Develop appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative – final recommendation.
  - Monitor the implementation plan of virtual CEAB visits to new programs.
  - Study how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria.

### Achievements in Q1:

- Visits to three (3) new programs at three (3) institutions, conducted virtually.
- Definition of engineering design and accompanying interpretive statement finalized based on consultation input from forty-three (43) individuals, HEIs, organizations, and Regulators.
- The consultation on the interpretive statement on licensure expectation and requirements closed with comments from eighteen (18) individuals, HEIs, organizations, and Regulators.
- Consultation on required visit materials launched.
- The CEAB met virtually on February 6 and 7, with a meet-and-greet between institutions receiving visits during the 2021/2022 cycle and their team chairs on the second day.
- Task force to respond to the Engineers Canada "30 by 30" initiative report finalized ahead of the June CEAB meeting.
- Task force to review the Policy & Procedures Committee's (P&P) terms of reference making good progress toward their September deadline.
- Working group on student learning experiences in the age of COVID-19 report received by the CEAB in February. Referred to P&P for further study.
- Task force on virtual visits debriefed after each virtual visit to formulate their recommendations to the CEAB at their June meeting, informing their approach to the 2021/2022 virtual visit cycle.

### Comments:

- The work of the CEAB related to accreditation decisions has been severely disrupted by COVID-19, and most visits were deferred. Virtual visits were conducted to three (3) new programs in the 2020/2021 cycle. Staff and volunteers have re-focused their efforts on improvements to the accreditation process and all work on accreditation policies remains on track. The CEAB will re-focus their work on the upcoming 2021/2022 visit cycle which will be held virtually.

## OP2 Regulator relationships

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 3

### Intended outcomes:

- Sustain a high level of trust, engagement, and commitment between and among the Regulators.
- Facilitate the information exchange necessary to support a well-informed federation of Regulators that is able to act proactively in the best interests of engineering regulation in Canada.
- Support and facilitate the work of the CEO Group and the national officials groups in the regulation of the profession.
- Make available training materials and content on ethics and professionalism for Regulators' use in the development of their continuing professional development programs.

### 2021 Objectives:

- Enable networking opportunities for the Regulator presidents within the context of regular Board meetings.
- Support an orientation program about Engineers Canada for the Regulator presidents, and other Engineers Canada and Regulator staff and volunteers.
- Support the CEO Group and their initiatives with four (4) meetings per year.
- Support the national officials groups and their initiatives:
  - Two (2) National Admissions Officials Group (NAOG) meetings; one (1) National Discipline and Enforcement Officials (NDEOG) meeting; one (1) National Practice Officials Group (NPOG) meeting.
  - NAOG, NDEOG, NPOG: deliver current work plans, develop new work plans, participate in consultations.
  - IT, Finance and Communications Officials: host teleconferences and share information as requested.

### Achievements in Q1:


- Held one (1) NDEOG and two (2) NPOG teleconferences – discussions included: regular roundtable updates; new Engineers Canada training on equity, diversity, and inclusion; the regulatory research papers; media attention on discipline cases, and more.
- Held CEO Group meeting in February - discussion included Engineers Canada updates, APEGS' accreditation-aligned quantitative assessment, national profession practice exam, and others.

### Comments:

## OP3 Services and tools for regulation, practice, and mobility

Annual Objectives: 

Accountability: CEO and CEQB

Strategic Outcomes: 

Weight: 3

### Intended outcomes:

- Enable the assessment of engineering qualifications:
  - Through the CEQB, develop work products that enable the assessment of engineering qualifications (i.e. papers, model guides, and guidelines) and maintain examination syllabi, ensuring that both are timely and serve the needs of the Regulators and applicants for licensure.
  - Provide research into emerging areas of practice in support of Regulators in their decision-making.
- Foster excellence in engineering practice and regulation:
  - Through the CEQB, develop work products that foster excellence in engineering practice and regulation (i.e. papers, model guides, and guidelines), ensuring that they are timely and serve the needs of the Regulators and of practicing engineers.
- Facilitate mobility of practitioners within Canada:
  - Maintain, within the constraints and preferences of the Regulators, a shared database of engineers in Canada for the purposes processing inter-provincial/territorial applications.
  - Through the CEQB, develop work products that facilitate mobility (i.e. papers, model guides, and guidelines), are timely, and serve the needs of the Regulators.

### 2021 Objectives:

- CEQB: Maintain examination syllabi:
  - New “aeronautical engineering and aerospace engineering syllabus” (*carried forward from 2019*).
  - Review of the 2004 [agricultural/biosystems/bioresource/food engineering syllabus](#) (*carried forward from 2020*).
  - Review of the 2010 [metallurgical engineering syllabus](#).
  - Review of the 2017 [computer Engineering Syllabus](#).
  - Review of the 2019 [software Engineering Syllabus](#).
- CEQB: Develop and maintain guidelines and papers:
  - New “public guideline for engineers and engineering firms on the topic of diversity and inclusion” (*carried forward from 2020*).
  - New “public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement”.
  - New national feasibility study to identify alternative academic assessments for non-CEAB applicants.
  - Review of the 2016 [Engineers Canada Paper on software engineering](#) (*carried forward from 2020*).
- CEO: Maintain the national membership database (NMDB) for those Regulators who choose to update and/or access it:
  - Develop the new national membership database (NMDB).

### Achievements in Q1:

#### CEQB:

- The CEQB met in January to receive updates on work in progress and approve the revised computer engineering syllabus.
- The task force to develop the national feasibility study on alternative academic assessment methods for non-CEAB applicants was struck.
- The general direction for the guideline on gender equality was approved and will be sent for consultation in Q2.
- Two (2) requests for proposals were released for consultants to support the delivery of the feasibility study and the guideline on indigenous consultation and engagement, and bid evaluations were conducted.
- The expert panels for the development of the agricultural, aeronautical, metallurgical, and software engineering syllabi all continued work, and the software engineering syllabus was completed, for CEQB approval in April.

#### CEO:

- The vendor was selected for the development of the new NMDB and contracting and discovery are underway.

**Comments:**

- Work is back on track for the CEQB, after the hiring and onboarding of a new Manager, Qualifications.
-



## OP4 National programs

Annual Objectives: 

Accountability: CEO

Weight: 1 (lowest)

Strategic Outcomes: 

### Intended outcomes:

- Maintain sustainability in affinity products and services.

### 2021 Objectives:

- Market exercise and renewal process in collaboration with Hub (our broker) for the Secondary Professional Liability Insurance Program (SPLIP).
- Social media awareness campaign implemented for SPLIP.
- Monitor impact on Home/Auto insurance program in Alberta.
- Semi-annual reporting with Canada Life, Manulife, and TD Insurance. Results of reporting meetings shared.
- Review and negotiate Retention Agreement for the Term Life Program.
- Review and negotiate Retention Agreement for the Sickness & Accident Insurance Program.
- Determine feasibility of Travel Insurance as a product.
- Corporate insurance needs of the Regulators are met (i.e., D&O/E&O, Commercial Crime, Cyber).
- Experience review and pricing negotiations in collaboration with AON (our independent consultants) for the National Employee Benefits Group program.

### Achievements in Q1:

- The market exercise and renewal process in collaboration with Hub for the SPLIP is complete. The SPLIP renewed on March 31, 2021 with the current insurer, AXA XL. The market exercise resulted in coverage enhancements and a 2% rate reduction (\$5.00 per member reduced to \$4.90 per member) guaranteed for a three-year term (March 31, 2021-March 31, 2024).
- Monthly Home/Auto insurance participation reports monitored.
- Semi-annual reporting meetings with Canada Life, Manulife and TD Insurance have been scheduled for Q2.

### Comments:

- Work on the SPLIP social media awareness campaign is past due because of renewal confirmation and the Member Services team being not fully staffed in Q1. The work will be completed in Q2.

## OP5 Advocating to the federal government

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 1 (lowest)

### Intended outcomes:

- Advocate to the federal government to promote and advance the enactment of new demand-side legislation and prevent the erosion of existing federal legislation.
- Engage and educate parliamentarians, senior federal officials, and all relevant agencies within the federal government to gain their confidence and develop their awareness of:
  - The responsibility of engineers to safeguard the public.
  - The benefits of engineering input into federal policy.
  - The positions and concerns of the engineering profession.
- Inform Regulators of Engineers Canada's federal government advocacy activities and progress through a newly developed reporting mechanism.

### 2021 Objectives:

- Provide Regulators with information about federal government proposals, actions, and policies that impact the profession.
- Review existing national position statements and develop new evidence-based National Position Statements that provide views on matters of public policy that affect the engineering profession.
- Submit pre-budget submission to the federal government as part of the federal budget process.
- Arrange virtual Hill Day with parliamentarians and public servants to promote the use of engineering expertise and the value of the engineering profession.
- Develop and submit annual advocacy report to the Board.
- Provide input and reporting on the federal initiatives to help ensure the federal government and public servants consider the expertise of the engineering profession in policy making.
- Advise on any free trade agreements and ensure that Regulators' interests are represented and that they remain informed.

### Achievements in Q1:

- Submitted comments to Natural Resources Canada regarding their discussion paper on *Canada's Approach to Offshore Renewable Energy Regulations*.
- Submitted comments to Environment and Climate Change Canada regarding the Decision Statements under the *Canadian Environmental Assessment Act* approving three offshore exploration drilling projects off the coast of Newfoundland and Labrador.
- Submitted comments to Global Affairs Canada on the free trade agreement negotiations with the United Kingdom and its possible accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).
- Submitted comments to Global Affairs Canada on a possible *Canada-Indonesia Comprehensive Economic Partnership Agreement*.
- Met with Omar Alghabra, Minister of Transport, to discuss the ways in which Engineers Canada can help support his mandate and the licensing of federal government engineers.
- Met with parliamentarians, including cabinet and shadow cabinet Ministers and senior government officials to discuss: the status of women and our work on equity, diversity, and inclusion; the role of the engineering profession in the COVID-19 economic recovery; and Engineers Canada's ability to support work in these areas.

### Comments:

## OP6 Researching, monitoring, and advising

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

### Intended outcomes:

- Establish a lean and effective research-based monitoring and reporting capability that provides Regulators with foresight and early warning of potential changes and advances in the Canadian regulatory environment and the engineering profession. The information provided will help inform regulatory decision-making.

### 2021 Objectives:

- Develop research paper on the topic of entity regulation.
- Develop research paper on the topic of non-practising status.
- Develop research paper on regulation of autonomous systems engineering.
- Publish regulatory research newsletter articles.
- Determine research topics for 2022 papers.

### Achievements in Q1:

- Completed drafting all three (3) research papers with expert advisory groups.
- Conducted initial consultation with National Practice Officials Group on the research papers.
- Published regulatory research articles in *Engineering Matters*.
- Released a request for proposal for a consultant to conduct an environmental scan of areas of emerging, contemporary, and overlapping areas of engineering practice, to inform 2022 research topics.

### Comments:

## OP7 International mobility

Annual Objectives: >>>>

Accountability: CEO and CEAB

Strategic Outcomes: >>>>

Weight: 1 (lowest)

### Intended outcomes:

- Provide Regulators with a timely and accurate assessment of the risks and opportunities associated with mobility of work and practitioners internationally.
- Maintain international mobility agreements and mutual recognition agreements in accordance with Regulator needs.
- Provide timely and accurate information to Regulators on the impact of international trade agreements.
- Provide online information for internationally trained engineers that describes the process for becoming an engineer in Canada.
- Maintain current information on international institutions and degrees for use by the Regulators.

### 2021 Objectives:

- Maintain status in the Washington Accord, International Professional Engineers Agreement (IPEA), and Asia-Pacific Economic Cooperation (APEC) Engineers Agreement, including maintaining the mobility register and attending the International Engineering Alliance (IEA) meetings in June.
- Implement International Mobility Advisory Group of Regulator representatives to inform our participation in the International Engineering Alliance and improvements to the mobility register.
- Develop and implement improvements to the mobility register process and technology.
- Launch the new IIDD tool, train users, and support its continued use.

### Achievements in Q1:

- Onboarded International Mobility Advisory Group.
- Participated in IEA special meeting to confirm our continued status in the IPEA and the APEC Engineers Agreement.
- Launched the new IIDD tool and developed training for users.

### Comments:

## OP8 Promotion and outreach

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

### Intended outcomes:

- Leverage existing opportunities to foster recognition of the value and contribution of the profession without embarking on cost-prohibitive endeavours.
- Leverage partnerships and joint ventures that can spark interest in the next generation of engineering professionals without developing or wholly sustaining such programs internally.

### 2021 Objectives:

- Through our new Digital Engagement and Online Campaign Working Groups, increase collaboration amongst Regulator outreach and engagement staff through collaboration on Digital Scavenger Hunt (K to grade 6), Design Challenges (grades 6 to 8), online game (grades 9 to 12), lifelong learning (post-secondary EITs), and National Engineering Month (NEM).
- Create and distribute a benchmark report to provide greater confidence in the impact and value of our outreach efforts and better understanding of our collective efforts and influence within the school system.
- Expand our relationship with Girl Guides Canada and Scouts Canada and create a pilot project that connects Regulator volunteers and activities with local units.
- Complete the first cycle of the Engineers Canada- Canadian Federation of Engineers Students (CFES) mentorship program.
- Complete implementation of approved recommendations from awards and scholarship programs reviews.
- Recognize and support the exemplary accomplishments of engineers by administering effective award, fellowship, and scholarship programs.
- Lead and coordinate NEM throughout the month of March, to engage Regulators and foster recognition of the value of the profession to society, and to spark interest in the next generation of engineering professionals.

### Achievements in Q1:

- Delivered NEM fully online, with co-development and deployment of activities with Regulators, HEIs and CFES
- Completed CFES mentorship program pilot that paired Engineers Canada staff with CFES leadership team members.
- Participated in and supported CFES Congress, Conference on Sustainability in Engineering, and the Canadian Engineering Competition.
- Developed Future City Experience pilot to engage students in virtual classrooms and through school closures.
- Led and organized a webinar during Black History Month on the lived experience of black female engineers, engineering students and scientists. This webinar was organized in collaboration with the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) and was CCWESTT's most successful virtual members' forum event to date.

### Comments:

- Work on the awards program and the administration of the Awards Committee was not on track in Q1 due to a staffing shortage on the Communications team and subsequent recruitment and onboarding of a new team member to replace the Communications team member, who had taken on another role in our organization. Finalizing membership in the Awards Committee was not on track in Q1 due to work progressing slower than expected on updating the Awards Committee structure to reflect the findings of the awards and scholarship program reviews.

## OP9 Diversity and inclusion

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

### Intended outcomes:

- Demonstrate progress towards diversity and inclusion targets through consistent effort and innovative, highly leveraged programs that increase the number of women and Indigenous people entering, thriving, and remaining in the profession.

### 2021 Objectives:

- Complete roll-out of 4 Seasons for Reconciliation training sessions for Board, CEOs, CEAB, and CEQB.
- Make Indigenous awareness training module available to Regulators.
- Complete research and analysis of the experiences of Indigenous engineers and recommend options for truth and reconciliation efforts to be incorporated into engineering undergraduate education in Canada, with appropriate consultation.
- Complete Indigenous engagement plan on building relationships with Indigenous organizations and engineers.
- Regulators are made aware of the Canadian Region of the American Indian Science and Engineering Society (AISES in Canada) and the Canadian Indigenous Advisory Council (CIAC).
- Engineers Canada improves the reporting of Indigenous engineers and engineering students.

### Achievements in Q1:

- Facilitated the Decolonizing and Indigenizing Engineering Education Network (DIEEN) of engineering faculty, students, and administrators, showcasing best practices and sharing research. Coordinated an interview with consultants on the Anishnaabe Health Centre in Toronto for use by post-secondary engineering courses.
- Sponsored and spoke about Engineers Canada's Indigenous engagement strategy at the AISES in Canada National Gathering.
- Participated in the virtual meeting of the CIAC to the AISES.
- Published Big River Analytics report on the participation of Indigenous engineers in the profession and presented to the CEO Group on research findings.
- Facilitated the Indigenous Advisory Committee meeting and discussion on the draft Indigenous engagement plan on building relationships with Indigenous organizations and engineers.

### Comments:

## OP10 Protect official marks

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 1 (lowest)

### Intended outcomes:

- Protect the official marks and trademarks from unauthorized or misleading use.
- Ensure that federally-incorporated companies respect provincial and territorial engineering legislative requirements.

### 2021 Objectives:

- Protect Engineers Canada's trademarks and the official marks from unauthorized use, responding as necessary.
- Ensure Engineers Canada's portfolio of trademarks is current and appropriate, as determined from time to time and based on projects and programs.
- Manage and administer the established process for the federal incorporation of companies wishing to use the official marks in their corporate name.

### Achievements in Q1:

- Eighteen (18) letters of consent were issued to applicants in response to requests to incorporate federally.
- Two (2) trademarks were identified for opposition, with ten (10) trademark oppositions underway in Q1.
- Two (2) summary expungement proceedings were pending with one (1) trademark expunged from the register (pending finalization after the 2-month period to appeal ends).
- One cease and desist letter was issued to DimensionCanada in respect of its use of the Engineers Canada MAPLE LEAF logo. The cease and desist resulted in DimensionCanada immediately responding and removing the logo on its Canadian and U.S. websites.
- Six (6) letters were issued to businesses displaying the Engineers Canada's trademarks on their websites without permission or a licence, resulting in the trademarks being immediately removed from four (4) of the sites.

### Comments:



## BRIEFING NOTE: For information

Consultation report		2.4
Purpose:	Provide an annual update on 2020 consultations	
Link to the Strategic Plan:	Board Responsibility 2: Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Danny Chui, Director from Ontario, and President-Elect	

### Background

- Launched in 2019, the consultation program was developed in response to Regulators' frustration that they did not know what Engineers Canada was doing and they did not have enough say in programs, products and services.
- The program provides a structured, standardized method for acquiring feedback:
  - A staff review is conducted to distribute consultation events across the year (when possible);
  - Regulators are notified of upcoming consultations in the Fall;
  - Upcoming consultations are posted on the website at the beginning of the year;
  - All consultations are posted on the public or members-only website, depending on their nature;
  - Received feedback is shared on the public or members-only website; and,
  - An annual consultation report is provided to the Board on past year's activities (Appendix 1).

### Status update

- The consultation report (Appendix 1) provides a status update regarding the 2020 consultations for the Board's information.
- Ad-hoc consultations that were added to the 2020 schedule are also included in the report.

### Next steps

- Allocation of new resources provides an opportunity to improve the consultation program.
- The Board will be informed of proposed improvements when the 2022 consultation plan is presented at the December meeting.

### Appendices

- **Appendix 1:** 2020 consultation report



## Appendix 1: Consultation report

### ABOUT THE CONSULTATION PROGRAM

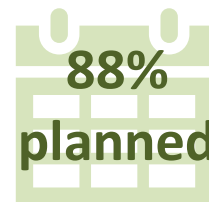
As stated in [Board policy 7.11](#), consultations are required for all new programs, products, and services developed by Engineers Canada, and for reviews and significant re-designs of existing programs, products and services. When in doubt, Engineers Canada consults with Key Stakeholders by default. Due to the COVID-19 situation, the majority of the 2020 consultations were held by email and/or during virtual meetings.

### PURPOSE

The purpose of the consultation report is to review the results of the 2020 consultation plan and the achievement of the outcomes of the consultation program. This is the first progress report after the first full year of implementation. Additional resources have been provided and program refinements will be undertaken this year, based upon these results and feedback from the Board and Regulators.

### RESULTS

Engineers Canada planned 43 consultations in 2020 and executed 36 of them. Five additional consultations were also added to the 2020 plan. This means that 84% of the planned consultations were executed and 88% of the consultations were planned.



Regulators were invited to participate in all consultations. When Regulators were consulted individually (typically by email), the average response rate was 28%.

Consultations are conducted by email, in meetings, and in hybrid mode where both delivery mechanisms are used. Email consultations typically target Regulators individually, while consultations conducted in meetings can ask for the opinion of the group as well as that of individuals.

One consultation, for the Enrolment and Degrees Awarded survey, did not involve Regulators. All other consultations targeted Regulators, with eleven (11) of them targeted to specific Regulators only in relation to membership on CEAB, CEQB or the Board.

### STRATEGIC OUTCOMES

The desired strategic outcomes of the consultation program are that:

1. Programs, products, and services are informed by Regulator input.
2. Regulators have input into the development and modification of Engineers Canada's programs, products, and services.

3. Engineers Canada uses Regulator time and resources effectively.
4. There is greater transparency between Engineers Canada and Regulators.

In addition, the CEO has an operational outcome for the program to enable all parts of Engineers Canada to engage designated stakeholders.

## ANNUAL EVALUATION

The following section provides an evaluation of progress against outcomes above.

### 1. Programs, products, and services are informed by Regulator input

*THIS MEANS: feedback received from the Regulators during consultation is incorporated into the final versions of programs, products, and services.*



- All thirty-four (34) consultations of Regulators resulted in their feedback being incorporated.

### 2. Regulators have input into the development and modification of Engineers Canada's programs, products and services

*THIS MEANS: Regulators are afforded an opportunity to provide feedback.*



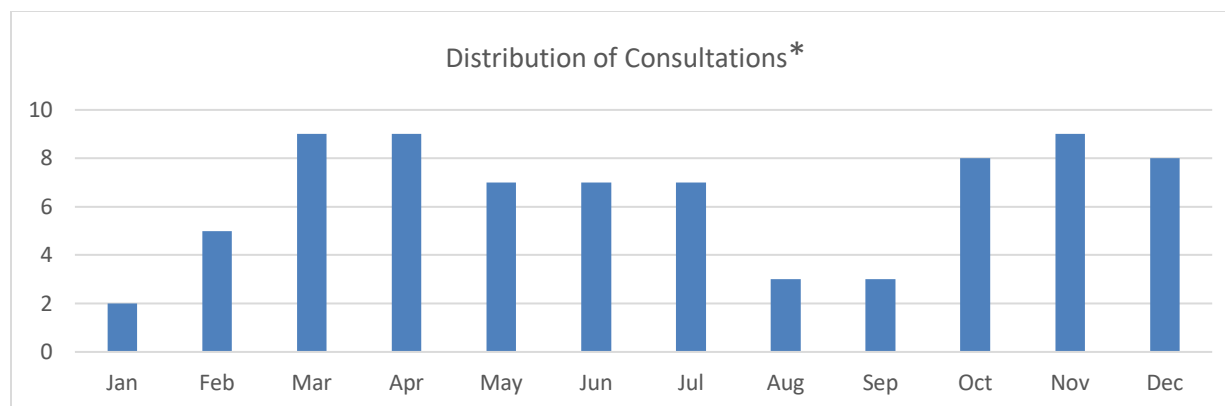
- Eleven (11) consultations, or 27% of the consultations, involved a group of Regulators (Presidents, CEOs, outreach, and/or Officials Group)
- All Regulator consultations were also distributed by email.

### 3. Engineers Canada uses Regulator time and resources effectively

*THIS MEANS: the program gives Regulators an opportunity to plan their resources, is predictable, and does not overwhelm them with overlapping consultations.*



- Eighty-eight percent (88%) of the consultations were planned
- Regulator CEOs were surveyed in the governance effectiveness survey and asked if the consultation program provided them the opportunity to plan their resources. Only 4 CEOs responded, with answers evenly split between "yes" and "no", so no conclusions can be drawn on this point. One Regulator did note that "our resources are planned independent of EC" and another reported that "Engineers Canada's Plan does not significantly influence our resource planning."
- As demonstrated in the following histogram, consultations were fairly evenly distributed throughout the year, with expected lulls in summer and at the beginning of the year.



\* note that most consultations span more than one month

#### 4. There is greater transparency between Engineers Canada and Regulators

*THIS MEANS: Regulators have access to the information needed to participate in a consultation on time, and that the results of the consultation are available to them.*



- All Regulator consultations were listed on the consultation website, but only thirteen (13) included all documentation there with the rest circulated by email only.
- Results of a consultation are only posted when the final document is completed and/or approved. This creates a significant delay between when Regulators participate and when they can see results. As a result, only three consultations have a report posted.

#### NEXT STEPS

In 2020, Engineers Canada created a new position and assigned dedicated resources to the consultation program. The Manager, Strategic and Operational Planning will review the results of this year's evaluation and propose improvements to the consultation program to benefit Regulators, staff, and the Board.

# Chief Executive Officers Group Report to the Board

Kimberley King, FEC (Hon.)

Executive Director, Engineers Yukon

February 24, 2021



# Background

- The CEO Group met virtually for over six hours on February 22 and 23.
- We had representation from all regulators.
- The Group welcomed new NAPEG Executive Director and Registrar, Vince McCormick and thanked outgoing ED, Linda Golding for her for her support over the years.

# Agenda items of note

The Group received presentations/updates on the following topics:

- Accreditation-aligned Quantitative Assessment (AQA)
- National Professional Practice Exam update
- CEQB and CEAB Updates
- Building envelope approvals in Alberta: engineers vs. architects
- Indigenous sub-strategy update
- Payout of excess affinity revenues
- Update from Officials Groups
- Update on Strategic Engagement Working Groups
- Update on EC Projects (IIDD, NMDB, CBA)

# CEO Group

## Committee/Position Representation 2021/2022

Committee/Position	Representative
Chair	Kim King
Vice-Chair	Lia Daborn
AB's P&P	Kalina Bacher-René & Amit Banerjee
AB's Accountability in Accreditation Committee	Matt Oliver
30 x 30	Jim Landrigan
HR Committee (effective May 29,2021)	Janet Bradshaw
Affinity Advisory Committee	Pal Mann, Lia Daborn, Janet Bradshaw
Public Affairs Advisory	Bob McDonald

# Technicians and Technologists

- Round table discussion revealed that efforts to legislate right to practice for this group is a significant ongoing concern in many jurisdictions.



# Ongoing relationship with Engineering Deans Canada

- The CEO Group agreed that continuation of regular thematic discussions with the senior leadership of the EDC would be beneficial.

## Update on IPEA and APEC Agreement reviews

- The Group was advised of the recent renewal of Engineers Canada's continued membership in the agreements (until 2025).
- This approval was tenuous, and it is highly likely that next time around those regulators who do not use competency-based assessment or have mandatory CPD (PEO, Engineers Nova Scotia) may have a difficult time getting their licencees on the international register.

# Strategic Plan

- The Group reviewed the Strategic Plan and most endorsed all strategic priorities as presented.
- Most of the Group supported the proposed marketing campaign, provided it would be developed collaboratively with all regulators and focussed on the value of licensure, sustainability of the profession and protection of the public.

# Questions?



# Thank you

Kimberley King - February 24, 2021



# Presidents Group Report

Marisa Sterling, P.Eng., FEC

President and Chair

Professional Engineers Ontario

*May 2021 PG meeting Chair: New Brunswick*



# Constituent Associations (CA)

- **NAPEG** – Justin Hazenberg
- **Engineers Yukon** – Chris Dixon, Kristen Hogan (vice-president)
- **EGBC** – Larry Spence
- **APEGA** - John Van der Put, Brian Pearse (president-elect)
- **APEGS** – Drew Lockwood, Kristin Darr (president-elect)
- **EGM** – Jason Mann
- **PEO** – Marisa Sterling, Christian Bellini (president-elect)
- **OIQ** – Kathy Baig
- **Engineers NS** –
- **EGNB** - Maggie Stothart, Michelle Paul-Elias (vice president)
- **Engineers PEI** – Elliot Coles
- **PEGNL** – Natalie Hallett



# Our thanks

- Appreciate value of the Presidents Group to share experiences and learnings among this peer group
  - 5 constituent associations invited their president-elect/vice-presidents are to attend with the President to support their transition
  - Thank you Engineers Canada for providing the Microsoft Teams online platform to facilitate discussions and provide year-over-year continuity to president successors
  - Thank you Engineers Canada for providing the 4 Seasons Indigenous cultural competency training – CAs plan to extend to their councils and committee volunteers.



# Guest presentation

- Refresher on Engineers Canada board size report, 2020
  - Very clear and comprehensive presentation by Jeff Holm, past chair of EC governance committee
  - Question: is the past CA member direction in place to not increase the EC board size, and if so, for how long is this directive active?

# Key Themes

- Meeting our legislative and governance mandates via setting direction and control
  - Governance reviews – committee structures; nominating committees to focus on councillor competencies
  - Act updates
  - Strategy sessions to bring clarity to long-term visions
  - Improved regulatory tools
  - Cultures of inclusion, diversity and equity

# Key Themes

- Covid-19 impacts/opportunities
  - Virtual and hybrid AGMs/conferences are increasing access for volunteers and addressing the “townie vs baymen” issue; plans to continue online learning and events to provide equitable access
  - Questioning physical space needs for council & committee meetings post-pandemic
  - Continued digitization of regulatory processes and procedures
  - Reductions in membership fees and CPD hours during the pandemic

# Key Themes

- National consistencies across engineering regulators
  - Scope of practice overlaps emerging with engineering technologists
  - Prioritize equity, diversity and inclusion via
    - › continued priority on 30by30 & contingency planning if don't meet goal
    - › Seeing more inclusive workplaces due to 30by30 program
    - › Inclusion of EDI in mandatory ethics professional development
    - › Territorial land acknowledgements at meetings / regulator response to the TRC
    - › Racial bias assessment of regulatory processes
  - Value of a national CPD & ethics program to support registrant mobility
  - Value of NPPE in conjunction with CA-specific EIT workshops



# **Draft MINUTES OF THE 206th ENGINEERS CANADA BOARD MEETING**

February 24, 2021 10:00am-5:00pm (ET) via webinar

<b>The following Directors were in attendance</b>	
J. Boudreau, President (Chair), APEGNB D. Lynch, Past President, APEGA D. Chui, President-Elect, PEO K. Baig, OIQ M. Belletête, OIQ C. Bellini, PEO V. Benz, APEGA J. Card, PEGNL J. Dunn, Engineers PEI D. Gelowitz, APEGS N. Hill, PEO	J. Holm, Engineers & Geoscientists BC S. Jha, NAPEG T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO C. Sadr, PEO J. Tink, APEGA R. Trimble, Engineers Yukon N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
<b>The following Directors sent regrets</b>	
<b>The following CEO Group Advisor was in attendance</b>	
K. King, Chair, CEO Group	
<b>The following Direct Reports to the Board were in attendance</b>	
B. Dony, Chair, CEAB M. Mahmoud, Chair, CEQB	G. McDonald, CEO E. Spence, Legal Counsel and Corporate Secretary
<b>The following observers were in attendance</b>	
J. Bradshaw, CEO & Registrar, PEGNL E. Coles, President, Engineers PEI L. Daborn, CEO, APEGNB C. Dixon, President, Engineers Yukon A. English, CEO & Registrar, Engineers & Geoscientists BC L. Golding, Outgoing Executive Director & Registrar, NAPEG N. Hallett, President, PEGNL K. Hogan, Vice-President, Engineers Yukon B. Hunt, Professional Standards Director, PEGNL P. Lafleur, Vice-Chair, CEAB J. Landrigan, Executive Director & Registrar, Engineers PEI A. Lockwood, President, APEGS P. Mann, CEO Engineers Nova Scotia	V. McCormick, Executive Director & Registrar, NAPEG B. McDonald, Executive Director, APEGS D. McLean, Vice-President, Engineers Nova Scotia J. Nagendran, Registrar & CEO, APEGA J. Nicell, Chair, EDC M. Paul-Elias, Vice-President, APEGNB B. Pearse, President-Elect, APEGA L. Spence, President, Engineers & Geoscientists BC M. Sterling, President, PEO M. Stothart, President, APEGNB J. Van der Put, President, APEGA J. Zuccon, CEO & Registrar, PEO
<b>The following staff were in attendance</b>	
J. Christou, Planning, Event, and Change Practitioner S. Francoeur, Director, Human Resources R. Gauthier, Executive Assistant B. Gibson, Manager, Communications C. Mash, Governance Administrator R. Melsom, CEQB Secretary D. Menard, Director, Finance	M. Ouellette, Manager, Strategic & Operational Planning S. Price, Executive Vice President, Regulatory Affairs C. Polyzou, Manager, Diversity, Equity, and Inclusion L. Scott, Manager, Member Services J. Southwood, VP, Corporate Affairs & Strategic Partnerships J. Taylor, Manager, Public Affairs M. Warken, CEAB Secretary

## 1. Opening

### 1.1 Call to order and approval of agenda

J. Boudreau called the meeting to order at 10:03am (ET). Participants were welcomed and the land was acknowledged.

#### ***Motion 2021-02-1D***

***Moved by J. Holm, seconded by S. Jha***

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

***Carried***

Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.
- Speak for only two minutes (timer is projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Only new information is brought forward should individuals speak again.

J. Boudreau shared a safety minute with the Board, focused on the importance of socializing while working remotely.

J. Boudreau also presented a diversity moment to bring awareness to Black History Month as an important opportunity to honor the history and accomplishments of Black people. The 2021 celebration has brought awareness to centuries of achievements and contributions of Black Canadians, including that of Mathieu de Coste, the first recorded Black person to arrive in Canada in 1608, and the arrival of Loyalists of African descent who arrived in the Maritimes after the American Revolution. Despite the growing recognition of figures such as Lincoln Alexander, a lawyer, who was the first Black member of parliament, a cabinet minister and former lieutenant governor of Ontario; Viola Davis Desmond who fought segregationist practices in Nova Scotia and became the first Canadian woman to be featured on a Canadian banknote; and Jean Augustine, the first Black woman elected to the Parliament of Canada, who championed the unanimous vote to officially designate February as Black History Month in Canada, systemic racism continues to impact the lives of Black people around the world. Meeting participants were reminded that as Canadians, we must commit to tackling these inequities and take action to build more inclusive and equitable workplaces.

### 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 action list was pre-circulated, no questions were received.

#### **b) Board attendance list**

The attendance list was pre-circulated, no questions were received.

## 2. Executive reports

### 2.1 President's report

A detailed report was pre-circulated. J. Boudreau highlighted the creativity demonstrated at the events attended during the pandemic. No questions were received.

## 2.2 CEO update

G. McDonald provided the following verbal updates:

- International Agreements: Although the International Engineering Alliance (IEA) has agreed to accept Engineers Canada's status under the International Professional Engineers Agreement and the APEC Engineers Agreement until 2025, Regulators who do not use competency-based assessment or do not have mandatory continuing professional development (CPD) may experience difficulties getting their licence holders on the international register following this period.
- Update on COVID-19: Currently, provincial requirements allow for Engineers Canada's office to be open. All employees continue to have the option of working from home, and the daily average of staff in-office rarely exceeds ten individuals. Travel and in-person meetings for officials groups, CEAB, and CEQB are currently suspended until May 1. Based on the current information available, it is likely that the suspension will continue through September.
- National Capital Region's Top Employers designation: Engineers Canada was selected as a recipient for the third consecutive year. This award recognizes the employers in the Ottawa-Gatineau metropolitan area that lead their industries in offering exceptional places to work, and is noted as an important recruitment tool.

No questions were received.

## 2.3 CEO Group report

K. King provided the update on behalf of the group from their February meetings. Representation was present from all Regulators, and the following was highlighted:

- Vince McCormick, new NAPEG Executive Director and Registrar, was welcomed to the group.
- Pending A. English's retirement, J. Bradshaw will assume the role of CEO Group Advisor to the HR Committee, effective May 29, 2021.
- CEO Group discussions reflect that many jurisdictions are concerned with efforts to legislate right-to-practice for technicians and technologists.
- CEO Group members support Engineers Canada's regular thematic discussions with senior leadership of the Engineering Deans Canada (EDC).
- The 2022-2024 Strategic Plan was reviewed and while most of the group supported the proposed marketing campaign priority, it was stressed that a collaborative approach to development that includes all Regulators is required, with the campaign's focus being the value of licensure, sustainability of the profession, and protection of the public.

No questions were received, and the presentation slides will be shared on the meeting document webpage.

## 2.4 Presidents Group report

M. Sterling provided the update on behalf of the group from their February meeting. Representation was present from all Regulators with the exception of Engineers Nova Scotia, and the following was highlighted:

- Discussions focused on legislative and governance mandates in the regulatory environment, COVID-19 impacts and opportunities, and other consistencies across the Regulators.
- Regulators plan on extending the 4 Seasons of Reconciliation training to their councils.
- Engineers Canada was thanked for their support in facilitating the group's ability to share experiences and learnings.

No questions were received, and the presentation slides will be shared on the meeting document webpage.

### **3. Consent agenda**

#### **3.1 Approval of minutes**

THAT the minutes of the December 7, 2020 Board meeting be approved as presented.

#### **3.2 National Position Statements**

- a) THAT the following new National Position Statements be approved:
  - i. Role of engineers in Canada's long-term economic recovery
  - ii. Building Canada's high-speed broadband through a sustainable digital infrastructure
- b) THAT the updated research, development, and innovation National Position Statement be approved.

#### ***Motion 2021-02-2D***

***Moved by C. Sadr, seconded by M. Wrinch***

***THAT the consent agenda items be approved.***

***Carried***

### **4. Board business/required decisions**

#### **4.1 2020 Annual Strategic Performance Report and updates from CEAB and CEQB**

G. McDonald presented the pre-circulated report, noting that initiatives currently indicating disruption are related to COVID-19, with Regulators unable to dedicate the resources required for implementation of the initiatives. The outcomes, however, remain on track for achievement by December 31, 2021, which explains the discrepancy between the scores. Despite objectives not being fully met, the current projections indicate that lost ground will be regained, and outcomes will be achieved by the end of 2021.

The purpose of this annual strategic review is to determine if pivots are required, so that changes can be incorporated in time for the Members to consider for approval at the AMM. It was suggested that more formality be added to this process in future, so the Board does not feel pressured to request changes at the Board table that have not been carefully considered.

B. Dony provided a brief update on behalf of the CEAB. The CEAB is focused on adapting to the present situation and B. Dony noted that currently, there is no need to change SP1, SP2, or OP1 at this stage.

M. Mahmoud provided a brief update on behalf of the CEQB. Two objectives (new aeronautical engineering and aerospace engineering syllabus and review of the 2016 Engineers Canada Paper on Software engineering) are experiencing delays, with the CEQB focusing to resolve them. It was noted that the CEQB will be filling two new at-large member positions.

#### ***Motion 2021-02-3D***

***Moved by K. Reid, seconded by S. Jha***

***THAT the Board approve the 2020 Annual Strategic Performance Report, for circulation to the Members for information at the 2021 Annual Meeting of Members.***

***Carried***



#### 4.2 2022-2024 Strategic Plan

J. Boudreau handed over the chair duties to D. Lynch. J. Boudreau presented the pre-circulated plan, and the following responses and discussion were captured:

- The Strategic Plan document does not include all operational details to achieve the priorities. It is a high-level overview of what is to be achieved.
- Informal polls were taken during the consultation sessions, where participants were asked if any priorities should be removed, and to rank them. No priorities were removed. It was noted that many of the western Regulators felt the poll results did not reflect the feeling in the room.
- For the 30 by 30 priority, it was confirmed that learning from other organizations that have similar initiatives underway will be part of organizational planning. This is also part of Engineers Canada's ongoing work.
- Although no formal vote was taken during the consultations, the foster trust and pride national campaign was requested by a majority of the Regulators, and most endorsed the idea. Funding is available for this project, however if the Members no longer agree to this priority, it can be removed from the plan and other ideas will be brought forward. Some Regulators have their own campaign initiatives underway, which are considered opportunities for collaboration. It was noted that APEGA would like assurance that there would be no overlap in this area, which is consistent with Engineers Canada's proposed approach to collaborate rather than re-invent existing initiatives. The CEO Group discussed the plan at their recent meeting and highlighted that the campaign will need to focus on the value of licensure, sustainability of the profession, and protection of the public to continue to receive Regulator support.
- A concern was raised about the independent practice rights for technologists, noting that there is a clear and present threat to independent practice of engineers and to the public due to the current issues arising in New Brunswick, British Columbia, and Alberta. This is an issue that has been raised before, with varying degrees of Regulator support, but has not been addressed in the Strategic Plan despite it aligning with Engineers Canada's purposes. In response, it was noted that strategic priorities can be changed by asking the Members for approval, however, since this issue may require faster attention than the Strategic Plan amendment process would allow, it was suggested that this issue instead be addressed within the current plan under *Operational Imperative 6, Monitoring, Researching, and Advising*, following more consideration.
- With regards to the accreditation priority, it was clarified that by the end of the three years there will be a plan in place following significant consultation, and any action on the plan will take place after the 2022-2024 Strategic Plan concludes. This considers the six-year accreditation cycle, and it was noted that implementation of the action plan will take time.
- Concern was raised that the accreditation priority does not reflect discussions had about performing a fundamental review and could result in Engineers Canada simply validating that the current system is correct, instead of considering what it could be. It was clarified that the intent of this priority is, in fact, to perform such a fundamental review, to determine what the Regulators need and to understand if the current system is achieving the identified needs. There was still concern that the priority could be interpreted incorrectly, however, and it was agreed that the text would be adjusted for clarity, to change the title to "**Investigate and validate**"; to change the body of the text to "**will conduct a fundamental review of the accreditation process**"; and to remove the reference to benchmark in first paragraph. It was clarified that the term "academic requirement" is used to reflect the language used in legislation.

*Moved by J. Boudreau, seconded by C. Bellini*

*THAT the Board recommend to the Members the 2022-2024 Strategic Plan, for approval at the 2021 Annual Meeting of Members, on recommendation of the Strategic Plan Task Force.*

**Motion 2021-02-4D**

*Moved by N. Hill, seconded by K. Reid*

*THAT priority 1.1 of the 2022-2024 Strategic Plan be amended as follows:*

***Investigate and validate the purpose and scope of accreditation***

*What we will do - Major regulatory and educational changes have taken place since the creation of the Canadian engineering accreditation system in 1965. We will **conduct a fundamental review of the accreditation process and** investigate the best practices in engineering education, **benchmark our accreditation system,** and collectively 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.*

**Carried**

**Motion 2021-02-5D**

*Moved by J. Boudreau, seconded by C. Bellini*

*THAT the Board recommend to the Members the 2022-2024 Strategic Plan, as amended, for approval at the 2021 Annual Meeting of Members, on recommendation of the Strategic Plan Task Force.*

**Carried**

**ACTION:** Staff to follow up on the independent practice rights for technologists with Regulators to determine if it should be operationalized under the current Strategic Plan.

**ACTION:** Staff to amend priority 1.1 of the Strategic Plan, as listed above, prior to circulation to the Members.

J. Boudreau reclaimed chair duties from D. Lynch.

#### 4.3 2021 CEO objectives

D. Lynch introduced the 2021 CEO objectives. No questions were received.

**Motion 2021-02-6D**

*Moved by D. Lynch, seconded by J. Card*

*THAT the Board approve the 2021 CEO objectives, on recommendation of the HR Committee.*

**Carried**

#### 4.4 Board policy updates

N. Hill provided an overview of the Governance Committee's recommendations, highlighting areas of significant change. It was confirmed that:

- Board policy 7.7 *Investments* was produced in collaboration with FAR and will be further reviewed to consider the focus on environmental, social, and governance (ESG) investing.
- Board policy 6.13 *President-Elect Nomination Process*' new criteria, where Directors serving their second term must have a minimum of one year remaining in their term of office to be eligible to run for President-Elect, will not come into effect until 2022. Directors were reminded that Regulator endorsement is required for term extension to run for President-Elect.

**Motion 2021-02-7D**

**Moved by N. Hill, seconded by J. Dunn**

**THAT the Board, on recommendation of the Governance Committee:**

**a) approve the following revised policies**

- |  |   |
|--|---|
| i. 4.12, Board Self-Assessment                           | vi. 6.8, Governance Committee Terms of Reference        |
| ii. 4.2, Directors' Responsibilities                     | vii. 7.1, Board, Committee and Other Volunteer Expenses |
| iii. 4.3, Code of Conduct                                | viii. 7.9, Process for In-camera Meetings               |
| iv. 6.1, Board Committees and Task Forces                | ix. 9.2, Qualifications Board Guidelines                |
| v. 6.13, President-Elect nomination and election process | x. 9.3, National Position Statements                    |

**b) approve the new Board policy 7.7, Investments**

**c) rescind Board policy 8.1, Emerging Disciplines**

**Carried with two-thirds majority**

**4.5 By-law amendments**

N. Hill presented the By-law amendments. No questions were raised.

**Motion 2021-02-8D**

**Moved by N. Hill, seconded by C. Sadr**

**THAT the Board recommend to the Members, for approval at the 2021 Annual Meeting of Members, the following amendments to the By-law, on recommendation of the Governance Committee:**

**1.1 "Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in Article ~~7-8~~.**

**5.8 "The Board shall submit recommendations to the Members on the following matters, by a vote passed by a majority of not less than two-thirds of the votes cast, provided that no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this By-law:**

...

**(b) ~~Amendments to~~ The amount of the Per Capita Assessment**

**Carried with two-thirds majority**

**4.6 Director assessment**

D. Lynch presented the survey, and highlighted minor improvements made since the inaugural assessment concluded in March 2020. The value of this activity was noted. It was clarified that D. Chui's peer-assessment will be delivered by the President.

**Motion 2021-02-9D**

**Moved by D. Lynch, seconded by D. Gelowitz**

**THAT the Board approve the content of the Director self- and peer-assessment survey, on recommendation of the HR Committee.**

**Carried**

**4.7 Payout of excess affinity revenues**

C. Zinck presented the briefing note. The following discussion was captured:

- Under the proposed plan, only participating Regulators would be eligible for the payouts, which would exclude PEO.

- The current system encourages funds to be used for Canada-wide initiatives, other than just benefitting those participating in the affinity program.
- The relationship with TD could be at risk should this approach to affinity revenues be adopted.
- Annual Member approval of the Per Capita Assessment is in place as the mechanism to control reserves, and another mechanism is not necessary.
- After reviewing several options, KPMG advised that rebating revenues to Members could affect the organization's non-profit status and that the Per Capita Assessment Fee was considered the best mechanism to manage reserves.
- In their approval of the Strategic Plan, Regulators are making a financial decision, that they approve foregoing a reduction in the Per Capita Assessment Fee to achieve the plan's priorities.

***Motion 2021-02-10D***

***Moved by C. Zinck, seconded by M. Wrinch***

***That the Board direct the Governance Committee, in consultation with the FAR Committee, to develop a policy which will pay out excess affinity sponsorship revenue, related to PEO members, to the affinity program partners in accordance with their respective prorated Total Written Premium Volume (TWPV).***

***Defeated***

***4.8 OIQ request to apply to host the World Engineers Convention 2027***

K. Baig presented the request from OIQ, specifically highlighting that OIQ will be assuming all responsibility of the project, aside from Engineers Canada providing the endorsement. The following clarifications and considerations were noted:

- In order to submit an application, an Engineering Regulator must be associated to the project, and only one application can be submitted from Canada. The application involves an extensive process that is due in May. Engineers & Geoscientists BC confirmed they were not interested in applying.
- Engineers Canada will not be liable for the event, and an agreement will be drafted between OIQ and Engineers Canada to this effect.
- Consideration should be made to having an Engineers Canada representative included on the event planning committee.

Reputation was discussed as a significant risk with this activity, and it was noted that if Montreal is selected to host the event, Engineers Canada should be involved, in some capacity, for visibility as the official member of the WFEO. In response, it was clarified that Engineers Canada does not have considerable involvement with the WFEO, aside from being a member; Engineers Canada is not interested in partnering on the event delivery; and that OIQ would be the most visible organization.

***Motion 2021-02-11D***

***Moved by K. Baig, seconded by M. Wrinch***

***THAT the Board endorse Engineers Canada submitting a proposal to the WFEO, on behalf of OIQ, to host the World Engineers Convention in Montreal in 2027.***

***Carried***

Directors were thanked for their support. K. Baig noted that should the application be selected, OIQ will work hard to represent Canada well, and that it is hoped all Members will consider visiting Montreal for the event.

## 5. Reports

Board committees provided updates, with supporting slide presentations made available on the Engineers Canada website. The CEAB and CEQB presented their updates in conjunction with the interim report.

### 5.1 Risk register

D. Gelowitz presented the risk register, highlighting the changes made since December's reporting. No questions were received.

### 5.2 FAR Committee

D. Gelowitz provided the update on behalf of the FAR Committee, which included a high-level overview of the new proposed approach to risk management. The proposed process will shift the focus from monitoring risks to actively managing them. The Board will discuss the risks annually, rather than the current quarterly reporting which will be done by FAR. Directors were reminded that they are welcome to join FAR Committee meetings as observers. Should any significant risk arise outside the typical review cycle, FAR will bring it forward for Board consideration. Staff were commended for their work.

### 5.3 Governance Committee

N. Hill provided the update on behalf of the Governance Committee. N. Hill noted the committee's particular focus in its next round of policy reviews on trying to better incorporate principles of equity, diversity and inclusion (EDI) into the Board Policy Manual. The current Board policy 8.2, *Diversity and Inclusion*, has been found to be lacking, and the Board will be asked to approve rescinding it at the May meeting, after work is done to better incorporate EDI in other Board policies. Staff were thanked for their excellent support.

### 5.4 HR Committee

D. Lynch provided the update on behalf of the HR Committee and commended the staff's exceptional support. Directors were reminded to enroll in the Board-on-Board training program, and congratulations were provided to the Directors who have already completed the training. The 4 Seasons of Reconciliation program was noted an important training program that provided value for participants, with some Regulators securing licenses to deliver the program to their own councils. It was noted that Board training focused on equity, diversity, and inclusion is being planned for later this year.

### 5.5 Board's 30 by 30 Champion

J. Dunn provided the update. C. Polyzou and J. Southwood were thanked for their leadership in this work.

### 5.6 30 by 30 operational update

#### **a) Report on Regulators' best practices in EIT programs**

G. McDonald presented the pre-circulated report, noting that Engineers Canada will be reaching out to Regulators individually to discuss areas for improvement.

#### **b) Aspirational scorecard**

G. McDonald presented the pre-circulated scorecard. The scorecards will also be a topic of discussion with the Regulators, and Engineers Canada will be encouraging them to set targets to better understand the progress being made.

This approach was commended, noting that it should help to shape the approaches within the different Regulators. C. Polyzou and J. Southwood were recognized for spearheading this work.

## **6. Other business**

No other business was brought forward.

## **7. Next meetings**

The Board discussed the location of the upcoming meetings, accepting that October 1 would likely be the first opportunity to meet safely. There was some discussion about delaying the Board workshop until August, with the Board meeting still being held virtually on June 14. The next meetings of are scheduled as follows:

- April 7, 2021 (Virtual)
- May 28-29, 2021 (Virtual)
- June 14-15, 2021 (Virtual)
- August 2021 (Workshop, TBD)
- October 1, 2021 (Ottawa, ON)
- December 13, 2021 (Ottawa, ON)

## **8. In-camera sessions**

### **8.1 Board Directors, Direct Reports, CEO Group advisor and staff**

#### ***Motion 2021-02-12D***

***Moved by V. Benz, seconded by C. Sadr***

***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, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, and the Governance Administrator.***

***Carried***

### **8.2 Board Directors and CEO**

#### ***Motion 2021-02-13D***

***Moved by R. Trimble, seconded by V. Benz***

***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.***

***Carried***

### **8.3 Board Directors only**

#### ***Motion 2021-02-14D***

***Moved by J. Holm, seconded by D. Nedohin-Macek***

***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***

#### ***Motion 2021-02-15D***

***Moved by D. Lynch, seconded by C. Sadr***

***THAT the meeting move out of in-camera.***

***Carried***

## **9. Closing**

With no further business to address, the meeting closed at 4:10pm ET.

*Minutes prepared by C. Mash for:*

Jean Boudreau, FEC, P.Eng. President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary



## Draft MINUTES OF THE 207th ENGINEERS CANADA BOARD MEETING

April 7, 2021 11:00am-2:00pm (ET) via webinar

The following Directors were in attendance	
J. Boudreau, President (Chair), APEGNB D. Lynch, Past President, APEGA D. Chui, President-Elect, PEO K. Baig, OIQ M. Belletête, OIQ C. Bellini, PEO V. Benz, APEGA J. Dunn, Engineers PEI D. Gelowitz, APEGS N. Hill, PEO	J. Holm, Engineers & Geoscientists BC S. Jha, NAPEG T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO J. Tink, APEGA R. Trimble, Engineers Yukon N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
The following Directors sent regrets	
J. Card, PEGNL	
The following CEO Group Advisor was in attendance	
K. King, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
B. Dony, Chair, CEAB G. McDonald, CEO	E. Spence, Legal Counsel and Corporate Secretary
The following observers were in attendance	
L. Daborn, CEO, APEGNB S. Holmes, Incoming Director, APEGS J. Landrigan, Executive Director & Registrar, Engineers PEI A. Lockwood, President, APEGS P. Mann, CEO Engineers Nova Scotia J. Nicell, Chair, EDC	B. Pearce, President-Elect, APEGA L. Spence, President, Engineers & Geoscientists BC M. Sterling, President, PEO M. Stothart, President, APEGNB J. Van der Put, President, APEGA Y. Yang, CFES VP, External
The following staff were in attendance	
J. Christou, Planning, Event, and Change Practitioner E. David, Planning, Event, and Change Practitioner R. Gauthier, Executive Assistant B. Gibson, Manager, Communications C. Mash, Governance Administrator R. Melsom, CEQB Secretary	D. Menard, Director, Finance M. Ouellette, Manager, Strategic & Operational Planning S. Price, Executive Vice President, Regulatory Affairs L. Scott, Manager, Member Services J. Southwood, VP, Corporate Affairs & Strategic Partnerships M. Warken, CEAB Secretary

### 1. Opening

#### 1.1 Call to order and approval of agenda

J. Boudreau called the meeting to order at 10:05am (ET). Participants were welcomed and the land was acknowledged.

#### **Motion 2021-04-1D**

**Moved by S. Jha, seconded by J. Holm**

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

**Carried**



Participants were reminded of the meeting rules:

- Raise hand to be added to the list of speakers.
- Speak for only two minutes (timer is projected on the screen).
- Speak a second time only if everyone else has had a chance to speak.
- Only new information is brought forward should individuals speak again.

#### 1.2 Declaration of conflict of interest

No conflicts were declared.

## 2. Board business/required decisions

### 2.1 2020 audited financial statements

D. Gelowitz presented the pre-circulated statements, noting that the auditors (KPMG) were complimentary of the work done by the finance team and that no corrections were required. Due to COVID-19, KPMG took special care to ensure that proper procedures are in place and reported that Engineers Canada is managing the situation well, in comparison to similar organizations in Canada. Additionally, a surplus was realized due to COVID-19 cancellations and PEO's decision to not participate in the 2020 affinity funds. The following discussion was captured:

- The significant growth in investments for 2020 is due to the realized surplus, in addition to more cash being transferred to the investment portfolio.
- The audit findings report requires an update, that the audit concluded in February 2021 and not 2020.
- Pension plan contributions consist of 5 per cent of each employee's income, to match employee contributions.
- KPMG considered the remote work environment in their special focus on controls present to manage COVID-19.
- The auditing standards as discussed in the audit findings report are industry standards, and not specific to KPMG.
- The auditors review the budget to determine an appropriate level of materiality as it relates to the overall financial statements.

D. Menard and the finance team were congratulated for their efforts.

#### ***Motion 2021-04-2D***

***Moved by D. Gelowitz, seconded by C. Bellini***

***THAT the Board recommend to the Members, for approval at the 2021 Annual Meeting of Members, the 2020 audited financial statements, on recommendation of the FAR Committee.***

***Carried***

**ACTION: Ensure that the audit findings report is amended to demonstrate that the 2020 audit was concluded in February 2021.**

### 2.2 Corporate risk profile

D. Gelowitz introduced the corporate risk profile and recognized S. Price and M. Ouellette for their efforts in analyzing Board feedback and developing a process to meet the identified needs. S. Price provided an in-depth presentation of the proposed process, and the Board discussed modifications to enhance the pre-circulated materials. The following discussion was captured:

- Although the Board will receive the risk register on an annual basis, FAR will ensure that the Board is aware of any major changes in the environment as they arise.

- The risk register is a living document that will be updated when needed. All Directors are encouraged to bring forward considerations for risks at any time.
- *Accreditation* - Discussion was had on other controls that could be added to accelerate the current target to reduce the risk by 2024. The Board was reminded that changes to accreditation take considerable time to implement due to the reliance on volunteers to perform work, in addition to the length of the accreditation cycle. J. Nicell of Engineering Deans Canada noted that the description of this risk as well stated, and that the most critical aspect in managing this risk will be to continue forward momentum with no delays. Conversations will be key and need to continue to mitigate this risk. The CEAB has made significant changes in the past two-years that are beginning to demonstrate results; these efforts will continue, in addition to the new priority proposed in the 2022-2024 Strategic Plan to investigate and validate the purpose and scope of accreditation. In response to whether this risk should be reviewed more often, due to it being the only risk scoring red on the heatmap, it was stated that since the CEAB chair provides updates to the Board, this risk will be discussed quarterly at Board meetings.
- *Accreditation* - The target requires a minor adjustment, to change from “reduce the likelihood to improbable” to “reduce the likelihood to unlikely”, to accurately reflect the scoring matrix.
- *Human resources* - It was agreed to add “CEO 360 assessment” as an additional control for this risk.
- *Governance functions* - It was noted that further controls could be included to mitigate the residual risk of “difficulty in holding volunteers accountable,” to reflect best practices used by the Regulators that manage significant numbers of volunteers. Directors were encouraged to provide any additional controls to be considered, should they arise.
- *Long-term financial viability* - A question was raised about whether long-term analysis of the effects from the change in percentage of affinity revenue going to the participating Regulators for new customers (from 51 per cent to 90 per cent) has been done. In response, it was noted that the Board has requested, as part of the CEO objectives, that an assessment on the long-term financial and operational viability of Engineers Canada be provided, and this analysis would be considered as part of the scope of the assessment. This objective is presently on hold, given the current economic instability and its unpredictable long-term effects on the Regulators and the insurance industry, and the FAR Committee has recommended that this item be considered for inclusion in the 2022 CEO objectives. It was agreed to add the long-term financial and operational viability assessment to the controls for this risk. Additionally, it was noted that the affinity report delivered to the Board in May provides an outline of the affinity programs and their performance.
- *Women in Engineering* – A comment was received that it is likely that the 30 by 30 goal will not be achieved, based on the lack of control and influence with the K-12 and international recruitment pipelines. In support of this comment, S. Price clarified that the target for this risk includes a reduction to the impact and not the likelihood, to ensure Engineers Canada focuses on reducing the potential that Regulators will withdraw support or interest towards increasing diversity and inclusion in the engineering profession, regardless of whether the 30 by 30 goal outcome is met.

***Motion 2021-04-3D***

***Moved by D. Gelowitz, seconded by S. Jha***

***THAT the Board approve the corporate risk profile, on recommendation of the FAR Committee.***

***Carried***

**ACTION: Staff to make the noted adjustments to the Corporate Risk Profile.**

### 3. Other business

No other business was brought forward.

### 4. Next meetings

The next meetings are scheduled as follows:

- May 28-29, 2021 (Virtual)
- June 14-15, 2021 (Virtual)
- October 1, 2021 (Ottawa, ON)
- December 13, 2021 (Ottawa, ON)
- February 25, 2022 (Ottawa, ON)

### 5. In-camera sessions

#### 5.1 Board Directors, Direct Reports, CEO Group advisor and staff

##### ***Motion 2021-02-12D***

***Moved by T. Joseph, seconded by M. Wrinch***

***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, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, and the Governance Administrator.***

***Carried***

The Board agreed by consensus to host the 2021 Board workshop on June 14 and 15, in a virtual format only.

#### 5.2 Board Directors and CEO

##### ***Motion 2021-02-13D***

***Moved by K. Reid, seconded by T. Joseph***

***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.***

***Carried***

#### 5.3 Board Directors only

##### ***Motion 2021-02-14D***

***Moved by D. Lynch, seconded by D. Gelowitz***

***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***

##### ***Motion 2021-02-15D***

***Moved by D. Gelowitz, seconded by T. Joseph***

***THAT the meeting move out of in-camera.***

***Carried***

## **6. Closing**

With no further business to address, the meeting closed at 2:00 pm ET.

*Minutes prepared by C. Mash for:*

Jean Boudreau, FEC, P.Eng. President

Evelyn Spence, LL.B., CIC.C, Corporate Secretary

## BRIEFING NOTE: For decision

CEAB appointments		3.2
Purpose:	To approve a new member-at-large appointment and three extensions to the CEAB for the period July 1, 2021 to June 30, 2024	
Link to the Strategic Plan:	Operational Imperative 1: Accrediting Undergraduate Engineering Programs	
Motion(s) to consider:	<p><i>THAT the following CEAB appointments be approved for the period July 1, 2021 to June 30, 2024:</i></p> <ul style="list-style-type: none"> <li>• <i>Suzelle Barrington, representative for Quebec (third term)</i></li> <li>• <i>Emily Cheung, member-at-large (third term)</i></li> <li>• <i>James K.W. Lee, member-at-large (new member)</i></li> <li>• <i>Ramesh Subramanian, representative for Ontario (second term)</i></li> </ul>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation	
Presented by:	Jeff Card, Director from Newfoundland and Labrador, and Director Appointee to the CEAB	

### Problem/issue definition

- Under the grandfathering policy related to [Board policy 6.9](#), *Canadian Engineering Accreditation Board* (CEAB), Suzelle Barrington and Emily Cheung are eligible for 3-year term renewals. Support for their re-appointments, and that of Ramesh Subramanian, was confirmed by the CEAB's Nominating Committee and their respective home Regulators.
- A national call for expressions of interest for one CEAB member-at-large was launched on December 8, 2020. The call was posted on the [Engineers Canada website](#) and circulated to all Regulators, to members of Engineering Deans Canada (EDC), and to members of the CEAB, who were encouraged to share the call with their networks. The CEAB's Nominating Committee reviewed all nominations and determined that James K.W. Lee best fits the desired profile of member-at-large. James K.W. Lee has confirmed his willingness to serve, should he be appointed by the Engineers Canada Board and PEO's support for the appointment has been secured.

### Proposed action/recommendation

- Approve the appointments, for the noted terms.

### Other options considered

- None.

### Risks

- Given that all nominees have received their Regulator's support, there is no risk with proceeding with the appointments.

### Financial implications

- There are no financial implications associated with the appointments.

### Benefits

- The CEAB will benefit from having a sustained membership to support its work.

## **Consultation**

- Regulator support was received for the nominations.

## **Next steps (if motion approved)**

- The Chair of the CEAB Nominating Committee, Director Appointee Jeff Card, will advise the individuals of their appointments.

## **Appendices**

- **Appendix 1:** Brief new nominee bio follows



**New nominee profile  
CEAB nomination 2021**

Key facts about James K.W. Lee include:

- He previously served as a member representing the Ontario region on the CEAB from 2008-2014. He resigned from his role on the CEAB due to his relocation overseas and has since returned to Canada.
- He has participated in six accreditation visits, as Chair, from 2009 to 2013.
- His current professional position is Professor in the Department of Geological Sciences since 2017.
- He has a very broad international perspective, having worked in three countries (Canada, U.S. and Australia).
- He is fluent in English and has a good working knowledge of French and Spanish.

## BRIEFING NOTE: For decision

CEQB appointments		3.3
Purpose:	To approve two new member-at-large appointments and five extensions to the CEQB for the period July 1, 2021 to June 30, 2024	
Link to the Strategic Plan:	Operational Imperative 3: Providing Services and Tools	
Motion(s) to consider:	<p><i>THAT the following CEQB appointments be approved for the period July 1, 2021 to June 30, 2024:</i></p> <ul style="list-style-type: none"> <li>• <i>Kamran Behdinin, member-at-large (new member)</i></li> <li>• <i>Marcie Cochrane, member-at-large (new member)</i></li> <li>• <i>Frank Collins, representative for the Atlantic region (third term)</i></li> <li>• <i>Amy Hsiao, representative for the Atlantic region (second term )</i></li> <li>• <i>Sam Inchasi, member-at-large (second term)</i></li> <li>• <i>Karen Savage, representative for BC (second term)</i></li> <li>• <i>Qing Zhao, member-at-large (second term)</i></li> </ul>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications	
Presented by:	Jeff Holm, Director from British Columbia, and Director Appointee to the CEQB	

### Problem/issue definition

- Under the grandfathering policy related to [Board policy 6.10](#), *Canadian Engineering Qualifications Board (CEQB)*, Frank Collins is eligible for a final third, three-year term. Support for his reappointment was confirmed by the CEQB's Nominating Committee and APEGNB.
- All other nominees for reappointment received the support of their home Regulators and the CEQB's Nominating Committee, in keeping with the nominations process outlined in [Board policy 6.10](#), *CEQB*.
- A national call for expressions of interest for two (2) CEQB members-at-large was launched on November 5, 2020. The call was posted on the Engineers Canada website and circulated to all Regulators, and to members of the CEQB, who were encouraged to share the call with their networks. The CEQB Nominating Committee reviewed all nominations and determined that Kamran Behdinin and Marcie Cochrane best fit the desired profile of member-at-large. Both have confirmed their willingness to serve, should they be appointed by the Engineers Canada Board, and their respective home Regulators, PEO and Engineers & Geoscientists BC, have indicated that they are members in good standing and that there are no objections to the members' nominations.

### Proposed action/recommendation

- Approve the appointments, for the noted terms.

### Other options considered

- None.

### Risks

- Given that all nominees have received their Regulator's support, there is no risk with proceeding with the appointments.



### **Financial implications**

- There are no financial implications associated with the appointments.

### **Benefits**

- The CEQB will benefit from having a sustained membership to support its work.

### **Consultation**

- Regulator support was received for the nominations.

### **Next steps (if motion approved)**

- The Chair of the CEQB Nominating Committee, Director Appointee Jeff Holm, will advise the individuals of their appointments.

### **Appendices**

- **Appendix 1:** Brief new nominee bios follow



**New nominee profiles  
CEQB nominations 2021**

Key facts about Kamran Behdinan include:

- Past President of the Canadian Society of Mechanical Engineering (CSME).
- Founding director of the University of Toronto Institute for Multidisciplinary Design and Innovation; Founding member and the Executive Director of the Ryerson Institute for Aerospace Design and Innovation (2003-2011) and the Canadian-European Graduate Student Exchange Program in Aerospace Engineering at Ryerson University.
- Current NSERC Design Chair in “Multidisciplinary Design and Innovation – UT IMDI”; NSERC Design Chair in “Engineering Design and Innovation”, 2010-2012.
- Joined the Department of Mechanical and Industrial Engineering, University of Toronto, at the rank of Full Professor in September 2011.
- Published more than 370 peer-reviewed Journal and Conference papers, 1 book, and 9 book chapters.
- PhD in Mechanical Engineering from the University of Victoria.

Key facts about Marcie Cochrane include:

- Leads the Engineers and Geoscientists BC 30 by 30 Champions Committee; member of the ACEC-BC DEI Committee and four Engineers Canada 30 by 30 working groups.
- Subject matter expert in diversity and inclusion within the engineering sector; Masters research focused on retention of women in engineering within British Columbia and was conducted for Engineers and Geoscientists BC.
- Practiced consulting engineering in British Columbia and Alberta for over 15 years before moving into roles supporting engineering organizations with equity, diversity and inclusion (EDI) initiatives as well as strategic planning and leadership development.
- Currently works as a consultant, supporting both the EGBC and Association of Consulting Engineering Companies of BC (ACEC-BC), leading many of the EDI initiatives and programs at both organizations.
- MBA (Executive Management, Leadership) Royal Roads University; Bachelor of Engineering (Electrical) University of Victoria.

## BRIEFING NOTE: For decision

National Position Statements		3.4
Purpose:	To approve new and updated National Position Statements	
Link to the Strategic Plan:	Operational imperative 5: Advocating to the federal government	
Motion(s) to consider:	<p>a) <i>THAT the following new National Position Statement be approved:</i></p> <p>i. <i>Professional practice in biotechnology</i></p> <p>b) <i>THAT the following updated National Position Statements be approved:</i></p> <p>i. <i>Immigration and foreign qualifications recognition</i></p> <p>ii. <i>Qualifications to provide engineering expertise to panels and boards under federal jurisdiction</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joey Taylor, Manager, Public Affairs	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial Engineering Regulators. These statements:
  - Represent the collective position of the engineering profession
  - Influence public policy
  - Facilitate discussion with government
  - Provide information for our Members and those of the engineering profession
- Engineers Canada's Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policy-making.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC's May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the Regulators for approval. The process for the identification and development of public policies supported by the Regulators is available in Board policy 9.3, *National Position Statements*.
- The NPSs for review at this meeting are linked to Operational imperative 5: Advocating to the Federal Government of the 2019-2021 Strategic Plan, and include:
  - New statement:
    - Professional practice in biotechnology
  - Updated existing statements:
    - Immigration and foreign qualifications recognition
    - Qualifications to provide engineering expertise to panels and boards under federal jurisdiction

### Proposed action/recommendation

- PAAC recommends that the Engineers Canada Board approve the attached NPSs.

- Once approved, the NPSs will be made public on Engineers Canada's website and will be relied upon when Engineers Canada staff and volunteers consult with the federal government on these issues.

### Other options considered

- N/A

### Risks

- Should the NPSs not be approved, the advocacy strategy would be impacted until a unified approach is agreed upon.

### Financial implications

- N/A

### Benefits

- To the Regulators:
  - A national position on key issues is beneficial as these issues affect the Regulators and the regulation of the engineering profession. Regulators strongly benefit from unified national positions.
  - Engineers Canada will have a unified position on topics in which the federal government is heavily engaged; therefore, it will potentially increase our profile with parliamentarians and public servants.
- To the engineering profession:
  - The update of these national positions provides clarity of the role of the engineering profession in helping tackle these issues.
- To others (public, government, higher education institutions, individual engineers, etc.):
  - These will provide the federal government with awareness on issues that Engineers Canada is currently working on that are linked to the federal government's mandate.

### Consultation

- Our multi-disciplinary PAAC, Regulators (via the CEOs), the Canadian Engineering Qualifications Board, and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs; 5 of the 12 Regulators and 3 Directors responded with comments via e-mail.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPSs being presented.

### Next steps (if motion approved)

- If the motion is approved, the NPSs will be made public on Engineers Canada's website and will be relied upon when consulting with the federal government on these issues.

### Appendices

The following NPSs are included; tracked-change versions of the documents highlight areas of adjustment resulting from Consultation feedback:

- Professional practice in biotechnology (new)
- Immigration and foreign qualifications recognition (updated)
- Qualifications to provide engineering expertise to panels and boards under federal jurisdiction (updated)



# National Position Statements

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Professional practice in biotechnology..... 2

Immigration and foreign qualifications recognition..... 5

Qualifications to provide engineering expertise to panels and boards under federal jurisdiction ..... 8

# Professional practice in biotechnology

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## The engineering profession's position

- Engineers Canada supports a regulatory framework for biotechnology that integrates social, ethical, health, economic, engineering, science, and environmental considerations within a public safety framework.
- Incorporating engineers' accountability into federal, provincial, or territorial legislation and regulations related to biotechnology weaves the engineering regulatory process into the fabric of government and thereby keeps Canada safe and prosperous.
- Engineers are well-positioned to work within teams across a variety of fields of science to provide innovative ideas and expert advice in the development of new biotechnologies to uphold public safety, protect the natural environment, and propel Canada forward as a leader in biotechnology.
- The unbiased, transparent, and expert advice of engineers is important to supporting and maintaining Canada's biotechnology sector.

## The challenge(s)

The international community has witnessed extraordinary advances in science and engineering over the last few decades, including the exponential growth of biotechnology, a term covering a range of activities and initiatives used in many sectors across Canada, including agriculture, food, pharmaceuticals, industry, and health. Biotechnology is the branch of applied science that uses living organisms and their derivatives to produce processes and products.<sup>1</sup> The potential benefits from biotechnology can positively impact Canada both in terms of meeting its own needs and supporting the economy. The engineering profession has made a key contribution to the evolution of the biotechnology sector especially in areas which involve the application of engineering principles when contributing to the development of engineered organisms, biotechnology related products and other associated projects.

Like any new technological developments, there are benefits and risks associated with biotechnology. These risks include a lack of public understanding and transparency from the field, a perceived lack of expert advice and participation from the public in the regulation of biotechnology, and the inappropriate and unsafe use of biotechnology in Canada.<sup>2</sup> The development and enforcement of standards are important elements in mitigating these risks. With the growing demand for biotechnology professionals and critical biotechnology infrastructure, it is important that the federal government

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<sup>1</sup> Bio (2020). "What is Biotechnology?" Retrieved from: <https://www.bio.org/what-biotechnology>.

<sup>2</sup> Simon Fraser University (2010). "The Canadian biotechnology regulatory regime: The role of participation." Retrieved from: <https://www.sfu.ca/~howlett/documents/Howlett%20and%20Migone%20-%20The%20Canadian%20biotechnology%20regulatory%20regime%20The%20.pdf>.

remain vigilant in ensuring that individuals performing engineering work in this field are licensed with provincial or territorial engineering regulators.

## **How Engineers Canada has contributed**

With the increasing demand for biotechnology, there has, and will continue to be, a rising demand for professional engineers working in this field. Innovation is synonymous with engineering, meaning engineers are well-positioned to work within teams involving a variety of fields of science to provide innovative ideas and expert advice in the development of new biotechnologies that uphold public safety, protect the natural environment, and propel Canada forward as a leader in biotechnology. The unbiased, ethical, and transparent expert advice of engineers play an important role in addressing public concerns while simultaneously supporting an innovative and accountable biotechnology sector.

Biotechnological advancements and innovations require rigorous assessments, sound regulations, and expert advice to protect the health and wellbeing of Canadians, the economy, and the natural environment. The engineering profession is well-placed to work with the scientific community in mitigating the risks associated with biotechnological advancements through strong regulatory processes and expert advice.

Canada's provincial and territorial engineering regulators exist to protect and enhance public welfare. They set high professional and ethical standards, establish, and maintain codes of conduct, and administer regulatory processes for engineers to ensure protection of the public and the natural environment. As part of these processes and their codes of ethics, engineers are compelled to respect their obligations to society, the public, and the environment. Incorporating the requirement for licensed engineers' accountability into federal biotechnology legislation and regulations when engineering work is being performed weaves the engineering regulatory process into the fabric of government, increasing transparency and accountability in biotechnological advancements.

## **Recommendations to the federal government**

Engineers Canada strongly believes that the federal government should:

- Ensure that any legislation or regulations that refer to engineering work in the development or implementation of biotechnology require the involvement of a professional engineer in accordance with provincial and territorial engineering Acts.
- Ensure that there is a legislative requirement that when engineering work is being performed individuals involved in the development or implementation of biotechnology at the federal level be engineers who are licensed to do so.

## **How Engineers Canada will contribute**

- Work with key federal departments that regulate biotechnology in Canada to ensure that the value and benefit of having professional engineers involved in the development of biotechnological advancements and innovations is recognized by Canadians.
- Work with engineers in the public service to promote the value of appropriate professional involvement in the development of biotechnology.

- Monitor the federal government's agenda, legislative initiatives, and proposed biotechnology regulations to bring recommendations on biotechnology and emerging disciplines to the attention of the government.



# Immigration and foreign qualifications recognition

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## The engineering profession's position

- Engineers Canada supports international mobility for qualified engineers and a transparent, open, and fair process for admission into the engineering profession in Canada.
- All practising engineers, whether educated in Canada or abroad, must meet the requirements for licensure by one of the 12 provincial and territorial engineering regulators.
- Governments must consider the impact of immigration-related legislation, policies, and programs on the regulators' responsibility to protect the public.

## The challenge(s):

The Canadian public expects all engineers to meet the high standards for licensure in Canada, whether they were trained in Canada or abroad. The role of Engineers Canada is to facilitate dialogue towards consistency among the provincial and territorial engineering regulators in areas such as admissions practices.

## How Engineers Canada has contributed

The engineering profession supports the federal government's vision that immigration is a key component of Canada's economic sustainability and innovative capacity. The engineering profession has been a leader in facilitating immigration of skilled professionals, having started work in this area over twenty years ago. Along with the engineering regulators, Engineers Canada works closely with federal departments to provide unbiased advice on how to integrate international engineering graduates into the Canadian engineering profession.

Engineers Canada also seeks to ensure that federal government requirements do not duplicate licensing processes that must be performed under the legislative authority of the provincial and territorial regulators.

For nearly two decades, Engineers Canada has implemented the recommendations developed through the federally sponsored project "*From Consideration to Integration (FC2I)*" with support from the engineering regulators, higher education institutions and immigrant settlement agencies. These recommendations led to changes that have improved the licensure process and the support available to international engineering graduates. Many of our current processes were started as part of the FC2I project such as the Competency-based assessment of engineering work experience which allows individuals to apply online and start the licensure process from anywhere in the world, or the International Institutions and Degrees Database that helps provincial and territorial regulators evaluate international engineering graduates' academic credentials quickly and accurately.

## Competency-based assessment of engineering work experience

Engineers and Geoscientists British Columbia, in partnership with Engineers Canada and other regulators, developed a competency-based assessment system for the evaluation of an individual's engineering work experience. The assessment helps to simplify the licensure process by creating an online assessment tool, allowing individuals to start the licensure process from anywhere in the world.

The identified competencies are observable and measurable sets of skills, knowledge, abilities, motivations, and traits that applicants must demonstrate to earn a licence. Several provincial and territorial engineering regulators across Canada have either already implemented or are actively moving towards competency-based assessment (CBA). It is expected that transitioning to CBA will provide a more specific requirement for licensure, providing clarity for applicants as to what is required to achieve licensure. CBA assessment is also more objective, transparent, and consistent for individuals and will provide them with specific, actionable feedback on how to close the gaps in the event that their application for licensure is not successful.<sup>3</sup>

## The Canadian environment experience requirement

Historically, all engineering regulators required applicants for licensure to fulfil a one-year Canadian experience requirement. This requirement was intended to ensure that individuals had sufficient exposure to Canadian culture, engineering codes, legislation, technical standards, and regulations. Recently, several regulators have replaced this one-year requirement with a requirement to demonstrate defined Canadian competencies.<sup>4</sup> These competencies are part of the competency-based assessment process and must be demonstrated by all applicants for licensure. Those applicants who demonstrate these competencies through examples that occurred outside of Canada must also reflect on how their actions would have been different had the work been performed in Canada. Where gaps still exist, and the competency has not been met, applicants may also be required to take the Working in Canada seminar, and complete all assessments in that course, to demonstrate that they have the required competencies to work in a Canadian engineering environment and receive an engineering licence. The introduction of these competencies, the Working in Canada seminar, and other alternatives provides greater flexibility for international engineering applicants and may allow some to earn a licence without Canadian work experience.

## EngineerHere.ca

Research by Engineers Canada has shown that international engineering graduates are dealing with multiple sources of information from which they may receive conflicting or inaccurate information. In 2019, Engineers Canada launched [EngineerHere.ca](https://engineerhere.ca/), a web resource designed to help international engineering graduates understand the first steps towards becoming engineers in Canada. The site aims to provide key information about the journey to licensure in a clear and welcoming way, and was

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<sup>3</sup> Competency Assessment (2021). "Engineering and Geoscience Competency Assessment" Retrieved from: <https://competencyassessment.ca/>

<sup>4</sup> Engineers & Geoscientists British Columbia (2021). "Working in Canada: Key Competencies for Engineers and Geoscientists". Retrieved from: <https://www.egbc.ca/Online-Learning/Products/Videos/Technical-Professional-Practice/Working-in-Canada-Key-Competencies-for-Engineers-a>

developed in consultation with engineering regulators, subject matter experts, and a group of international engineering graduates at various stages on the path to licensure in Canada. Engineers Canada is continuously working to enrich the information available to international engineering graduates.

### **Engineers Canada Mobility Register**

Under the International Engineering Alliance, Engineers Canada is a member of the [International Professional Engineers Agreement](#) (IPEA) and the [APEC Engineers Agreement](#) (APEC EA). These multilateral agreements benchmark an international standard for independent engineering practice and are intended to enhance recognition between jurisdictions.

Canadian engineers who have met the international standard can be entered on Engineers Canada's mobility register and may use the IntPE (Canada) and APEC Engineer designations. These individuals may experience faster recognition in some international jurisdictions. Likewise, the engineers listed on other members' registers may experience a streamlined review when they apply for licensure in Canada.

### **Recommendations to the federal government**

The federal government must continue to work towards recognizing skill shortages in engineering and continue to recruit qualified individuals to fill this gap. In addition, a standard and reasonable time frame should be set for processing applicants without lowering national standards, and a level of efficiency should be in place to withstand fluctuations in volume. It is important to ensure that there is an adequate number of personnel available to file, review, and process applications to reduce waiting times and backlogs for applicant processing and to maintain efficiency.

The Federal Skilled Worker Program system should also facilitate and support the express entry of skilled and experienced immigrants to support industries and professions that are facing skills gaps. This will promote economic prosperity for domestic industries and support Canada's overall economy. Federal government policies, such as the Express Entry program, will most likely streamline the international migration of engineers to meet future workforce requirements.

The federal government must continue to engage with regulated professions, such as engineering, as they consider options and implement policies that could affect the ability of provincial and territorial regulators to protect the public and to integrate qualified internationally trained engineers into the Canadian profession.

### **How Engineers Canada will contribute**

Engineers Canada will continue to work with the federal government to ensure that Canada's immigration system is rigorous, fair, and responsive to the economic needs of communities across the country.

Engineers Canada will continue to work with the engineering regulators to ensure that the licensing process is accessible, timely, monitored, transparent, objective, and impartial, while making sure that all applicants meet the high standards required to protect the public interest and to practise engineering in Canada.

# Qualifications to provide engineering expertise to panels and boards under federal jurisdiction

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## The engineering profession's position

- Providing expert engineering testimony to panels and boards under federal jurisdiction is the practice of engineering; therefore, those individuals must be licensed as a professional engineer to ensure public safety and welfare.
- Those making engineering decisions or providing engineering advice as part of regulatory boards or review panels under federal jurisdiction should be appropriately qualified and licensed to do so.

## The challenge(s)

Important decisions impacting public safety and welfare are made on engineering matters as part of the function of many regulatory boards or review panels under federal jurisdiction. Engineers Canada believes that individuals providing federal testimony related to engineering matters should be qualified to do so to protect and maintain public safety across Canadian communities.

Where engineering is involved only professional engineers registered in a jurisdiction in Canada should have their evidence given expert weight within a testimony to federal boards and/or review panels, provided they are qualified. This information should be made clear to those participating in these processes. When non-engineers comment on engineering matters, they should be required to declare whether they are licensed, as relying on the testimony of someone who is not a licensed engineer when it comes to engineering matters may present a significant risk to public safety.

Engineers in Canada provide unbiased expertise, support data-driven decisions, and provide analytical skills and interdisciplinary approaches to decision-making. Engineers are equipped to talk about engineering and science matters within their area of expertise and have a professional responsibility to present data correctly. Relying on the testimony of someone who is not a licensed engineer when it comes to engineering matters presents a significant risk to public safety, the natural environment, and the economy.

While there are clear processes in place for courts to follow to confirm the qualifications and credentials of a professional being asked to serve as an expert witness, this is not necessarily the case for federal boards, review panels, or administrative tribunals. Currently, accountability and transparency are missing from these federal appointments. To increase accountability and transparency in federal decisions, federal appointments to boards, review panels, or tribunals making engineering judgements must include licensed engineers.

## How Engineers Canada has contributed

Engineers Canada continues to call on the federal government to recognize the important role that engineers play in protecting the health, safety, and well-being of Canadians and communities. The

provincial and territorial engineering regulators are responsible for ensuring that those who are qualified are held to the highest professional standards within the practice of engineering.

Although engineering is regulated at the provincial and territorial level, Canadians expect professional credentials to be recognized by all levels of government to protect their communities, natural environment, safety, welfare, and personal well-being.

## **Recommendations to the federal government**

The federal government should:

- Recognize that individuals making engineering decisions or using engineering titles as part of regulatory boards or review panels under federal jurisdiction should be qualified and licensed to do so.
- Clarify the rules and witness guidelines so that only those who are qualified and licensed should be permitted to provide expert testimony on engineering matters to regulatory boards or review panels under federal jurisdiction. Only qualified and licensed engineers should have their evidence given expert weight. This should be made clear to those participating in these processes.
- As an employer, ensure that staff of regulatory boards or review panels under federal jurisdiction who are using engineering titles or providing engineering advice be qualified and licensed in Canada to do so.



# National Position Statements

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# Professional practice in biotechnology

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## The engineering profession's position

- Engineers Canada supports a regulatory framework for biotechnology that integrates social, ethical, health, economic, engineering, science, and environmental considerations within a public safety framework.
- Incorporating engineers' accountability into federal, provincial, or territorial legislation and regulations related to biotechnology weaves the engineering regulatory process into the fabric of government and thereby keeps Canada safe and prosperous.
- Engineers are well-positioned to work within teams across a variety of fields of science to provide innovative ideas and expert advice in the development of new biotechnologies to uphold public safety, protect the natural environment, and propel Canada forward as a leader in biotechnology.
- The unbiased, transparent, and expert advice of engineers is important to supporting and maintaining Canada's biotechnology sector.

## The challenge(s)

The international community has witnessed extraordinary advances in science and engineering over the last few decades, including the exponential growth of biotechnology, a term covering a range of activities and initiatives used in many sectors across Canada, including agriculture, food, pharmaceuticals, industry, and health. Biotechnology is the branch of applied science that uses living organisms and their derivatives to produce processes and products.<sup>1</sup> The potential benefits from biotechnology can positively impact Canada both in terms of meeting its own needs and supporting the economy. The engineering profession has made a key contribution to the evolution of the biotechnology sector especially in areas which involve the application of engineering principles when contributing to the development of engineered organisms, biotechnology related products and other associated projects.

Like any new technological developments, there are benefits and risks associated with biotechnology. These risks include a lack of public understanding and transparency from the field, a perceived lack of expert advice and participation from the public in the regulation of biotechnology, and the inappropriate and unsafe use of biotechnology in Canada.<sup>2</sup> The development and enforcement of standards are important elements in mitigating these risks. With the growing demand for biotechnology professionals and critical biotechnology infrastructure, it is important that the federal government

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<sup>1</sup> Bio (2020). "What is Biotechnology?" Retrieved from: <https://www.bio.org/what-biotechnology>.

<sup>2</sup> Simon Fraser University (2010). "The Canadian biotechnology regulatory regime: The role of participation." Retrieved from: <https://www.sfu.ca/~howlett/documents/Howlett%20and%20Migone%20-%20The%20Canadian%20biotechnology%20regulatory%20regime%20The%20.pdf>.

remain vigilant in ensuring that individuals performing engineering work in this field are licensed with provincial or territorial engineering regulators.

## How Engineers Canada has contributed

With the increasing demand for biotechnology, there has, and will continue to be, a rising demand for professional engineers working in this field. Innovation is synonymous with engineering, meaning engineers are well-positioned to work within teams involving a variety of fields of science to provide innovative ideas and expert advice in the development of new biotechnologies that uphold public safety, protect the natural environment, and propel Canada forward as a leader in biotechnology. The unbiased, ethical, and transparent expert advice of engineers play an important role in addressing public concerns while simultaneously supporting an innovative and accountable biotechnology sector.

Biotechnological advancements and innovations require rigorous assessments, sound regulations, and expert advice to protect the health and wellbeing of Canadians, the economy, and the natural environment. The engineering profession is well-placed to work with the scientific community in mitigating the risks associated with biotechnological advancements through strong regulatory processes and expert advice.

Canada's provincial and territorial engineering regulators exist to protect and enhance public welfare. They set high professional and ethical standards, establish, and maintain codes of conduct, and administer regulatory processes for engineers to ensure protection of the public and the natural environment. As part of these processes and their codes of ethics, engineers are compelled to respect their obligations to society, the public, and the environment. Incorporating the requirement for licensed engineers' accountability into federal biotechnology legislation and regulations when engineering work is being performed weaves the engineering regulatory process into the fabric of government, increasing transparency and accountability in biotechnological advancements.

## Recommendations to the federal government

Engineers Canada strongly believes that the federal government should:

- Ensure that any legislation or regulations that refer to engineering work in the development or implementation of biotechnology require the involvement of a professional engineer in accordance with provincial and territorial engineering Acts.
- Ensure that there is a legislative requirement that when engineering work is being performed individuals involved in the development or implementation of biotechnology at the federal level be engineers who are licensed to do so.

## How Engineers Canada will contribute

- Work with key federal departments that regulate biotechnology in Canada to ensure that the value and benefit of having professional engineers involved in the development of biotechnological advancements and innovations is recognized by Canadians.
- Work with engineers in the public service to promote the value of appropriate professional involvement in the development of biotechnology.



- Monitor the federal government's agenda, legislative initiatives, and proposed biotechnology regulations to bring recommendations on biotechnology and emerging disciplines to the attention of the government.

# Immigration and foreign qualifications recognition

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## The engineering profession's position

- Engineers Canada supports international mobility for qualified engineers and a transparent, open, and fair process for admission into the engineering profession in Canada.
- All practising engineers, whether educated in Canada or abroad, must meet the requirements for licensure by one of the 12 provincial and territorial engineering regulators.
- Governments must consider the impact of immigration-related legislation, policies, and programs on the regulators' responsibility to protect the public.

## The challenge(s):

The Canadian public expects all engineers to meet the high standards for licensure in Canada, whether they were trained in Canada or abroad. The role of Engineers Canada is to facilitate dialogue towards consistency among the provincial and territorial engineering regulators in areas such as admissions practices.

## How Engineers Canada has contributed

The engineering profession supports the federal government's vision that immigration is a key component of Canada's economic sustainability and innovative capacity. The engineering profession has been a leader in facilitating immigration of skilled professionals, having started work in this area over twenty years ago. Along with the engineering regulators, Engineers Canada works closely with federal departments to provide unbiased advice on how to integrate international engineering graduates into the Canadian engineering profession.

Engineers Canada also seeks to ensure that federal government requirements do not duplicate licensing processes that must be performed under the legislative authority of the provincial and territorial regulators.

For nearly two decades, Engineers Canada has implemented the recommendations developed through the federally sponsored project "*From Consideration to Integration (FC2I)*" with support from the engineering regulators, higher education institutions and immigrant settlement agencies. These recommendations led to changes that have improved the licensure process and the support available to international engineering graduates. Many of our current processes were started as part of the FC2I project such as the Competency-based assessment of engineering work experience which allows individuals to apply online and start the licensure process from anywhere in the world, or the International Institutions and Degrees Database that helps provincial and territorial regulators evaluate international engineering graduates' academic credentials quickly and accurately.

## Competency-based assessment of engineering work experience

Engineers and Geoscientists British Columbia, in partnership with Engineers Canada and other regulators, developed a competency-based assessment system for the evaluation of an individual's engineering work experience. The assessment helps to simplify the licensure process by creating an online assessment tool, allowing individuals to start the licensure process from anywhere in the world.

The identified competencies are observable and measurable sets of skills, knowledge, abilities, motivations, and traits that applicants must demonstrate to earn a licence. Several provincial and territorial engineering regulators across Canada have either already implemented or are actively moving towards competency-based assessment (CBA). It is expected that transitioning to CBA will provide a more specific requirement for licensure, providing clarity for applicants as to what is required to achieve licensure. CBA assessment is also more objective, transparent, and consistent for individuals and will provide them with specific, actionable feedback on how to close the gaps in the event that their application for licensure is not successful.<sup>3</sup>

## The Canadian environment experience requirement

Historically, all engineering regulators required applicants for licensure to fulfil a one-year Canadian experience requirement. This requirement was intended to ensure that individuals had sufficient exposure to Canadian culture, engineering codes, legislation, technical standards, and regulations. Recently, several regulators have replaced this one-year requirement with a requirement to demonstrate defined Canadian competencies.<sup>4</sup> These competencies are part of the competency-based assessment process and must be demonstrated by all applicants for licensure. Those applicants who demonstrate these competencies through examples that occurred outside of Canada must also reflect on how their actions would have been different had the work been performed in Canada. Where gaps still exist, and the competency has not been met, applicants may also be required to take the Working in Canada seminar, and complete all assessments in that course, to demonstrate that they have the required competencies to work in a Canadian engineering environment and receive an engineering licence. The introduction of these competencies, the Working in Canada seminar, and other alternatives provides greater flexibility for international engineering applicants and may allow some to earn a licence without Canadian work experience.

## EngineerHere.ca

Research by Engineers Canada has shown that international engineering graduates are dealing with multiple sources of information from which they may receive conflicting or inaccurate information. In 2019, Engineers Canada launched [EngineerHere.ca](https://engineerhere.ca/), a web resource designed to help international engineering graduates understand the first steps towards becoming engineers in Canada. The site aims to provide key information about the journey to licensure in a clear and welcoming way, and was

<sup>3</sup> Competency Assessment (2021). "Engineering and Geoscience Competency Assessment" Retrieved from: <https://competencyassessment.ca/>

<sup>4</sup> Engineers & Geoscientists British Columbia (2021). "Working in Canada: Key Competencies for Engineers and Geoscientists". Retrieved from: <https://www.egbc.ca/Online-Learning/Products/Videos/Technical-Professional-Practice/Working-in-Canada-Key-Competencies-for-Engineers-a>

developed in consultation with engineering regulators, subject matter experts, and a group of international engineering graduates at various stages on the path to licensure in Canada. Engineers Canada is continuously working to enrich the information available to international engineering graduates.

### Engineers Canada Mobility Register

Under the International Engineering Alliance, Engineers Canada is a member of the International Professional Engineers Agreement (IPEA) and the APEC Engineers Agreement (APEC EA). These multilateral agreements benchmark an international standard for independent engineering practice and are intended to enhance recognition between jurisdictions.

Canadian engineers who have met the international standard can be entered on Engineers Canada's mobility register and may use the IntPE (Canada) and APEC Engineer designations. These individuals may experience faster recognition in some international jurisdictions. Likewise, the engineers listed on other members' registers may experience a streamlined review when they apply for licensure in Canada.

### Recommendations to the federal government

The federal government must continue to work towards recognizing skill shortages in engineering and continue to recruit qualified individuals to fill this gap. In addition, a standard and reasonable time frame should be set for processing applicants without lowering national standards, and a level of efficiency should be in place to withstand fluctuations in volume. It is important to ensure that there is an adequate number of personnel available to file, review, and process applications to reduce waiting times and backlogs for applicant processing and to maintain efficiency.

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Engineers Canada will continue to work with the federal government to ensure that Canada's immigration system is rigorous, fair, and responsive to the economic needs of communities across the country.

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# Qualifications to provide engineering expertise to panels and boards under federal jurisdiction

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## The challenge(s)

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Although engineering is regulated at the provincial and territorial level, Canadians expect professional credentials to be recognized by all levels of government to protect their communities, natural environment, safety, welfare, and personal well-being.

## **Recommendations to the federal government**

The federal government should:

- Recognize that individuals making engineering decisions or using engineering titles as part of regulatory boards or review panels under federal jurisdiction should be qualified and licensed to do so.
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- As an employer, ensure that staff of regulatory boards or review panels under federal jurisdiction who are using engineering titles or providing engineering advice be qualified and licensed in Canada to do so.



## BRIEFING NOTE: For decision

Governance effectiveness survey		4.1
Purpose:	To review the results of the 2021 governance effectiveness survey (including the Board self-assessment survey) and adopt recommendations	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports accountable.	
Motion to consider:	<i>THAT the Board, on recommendation of the Governance Committee, adopt the recommendations contained in the governance effectiveness report.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, Corporate Secretary	
Presented by:	Nancy Hill, Director from Ontario, and Chair of the Governance Committee	

### Background

- Assessing the effectiveness of Engineers Canada's governance system is an important responsibility of the Board. As part of the Governance 2.0 improvements, the Board undertook to conduct a regular governance effectiveness survey to ensure that our policies, processes, and practices continued to enable effective operations and the provision of value to the Engineering Regulators.
- This was the first year that the governance effectiveness survey was launched, and it was distributed to all Board Directors, CEO Group members, Presidents Group members, and the senior leadership team ("SLT"). The survey was distributed on January 13, with responses requested by January 27.
- The main objective of the survey was to identify gaps or areas of weakness so that they can be addressed before they grow to the point that governance is viewed as an obstacle to success. The survey also captured Board assessment results, which are collected annually to give Directors an opportunity to reflect of performance and potential improvements. The information from the survey provides valuable information for the Governance Committee, which is charged with making recommendations to the Board regarding policy updates and governance training.

### Status

- 11 out of a possible 23 Board members completed the survey (48%). The survey was completed by 4 of 12 CEOs (33%), 2 of 12 presidents (16.5%), and 7 of 8 members of the SLT (87.5%).
- The Governance Committee reviewed the results of the governance effectiveness survey and developed recommendations to address required governance improvements. At the same time, it also determined if there were any recommendations that should be made to the Board regarding governance training/Director education.
- The report is attached as Appendix 1.

### Proposed action/recommendation

- The Governance Committee suggests there are opportunities to implement changes or devote attention to the following three areas:
  - Refine the assessments process (particularly for CEAB and CEQB and committee chairs, but also for Directors and Board), including by bringing to the attention of new Directors that their performance will be evaluated, by themselves and their peers, and for what purpose.

2. Better identify the role and work of the CFES, EDC, and others with common interests to Engineers Canada so that their value and linkage to the purposes of Engineers Canada is understood. In addition, work is needed to demonstrate how Engineers Canada manages its relationships, particularly with the EDC and CFES.
  3. Address the regionalism issue – a theme that came up regularly in the survey comments is that decisions do not always seem to reflect the national interests and that Directors still seem to be influenced by the views of their Regulator, rather than the best interests of Engineers Canada.
- Notably, it is felt that all of the topics identified above can be addressed, in part, through in-house education and training: both during Board orientation and continuing education sessions (for Directors) and during the orientation and information sessions provided to presidents and CEOs (Webinars, First Timers Lunches, Council presentations, etc.). Additionally, the review of the assessments processes is likely to result in revisions to the related Board policies.
  - Moreover, the following topics were identified as areas where training is desired, all of which were also identified in last year's Board assessment and are covered in the Board-on-Board leadership program currently being offered to Directors through the Canadian Nonprofit Academy:
    - Directors' role in providing direction and control
    - Directors' role at the Board level
    - Enterprise risk management
    - Financial literacy and Engineers Canada finances
    - Fiduciary duty and Engineers Canada-specific responsibilities vis-à-vis the Regulators
    - Board dynamics: collaborating, compromising and reaching consensus

### Other options considered:

- None, the Governance Committee must report on the survey results, either preparing a report with recommendations regarding governance improvements and educational training or indicate that, based on survey results, no action is necessary.

### Risks

- Failing to respond to the survey results would be in direct contradiction with the Board responsibility to hold itself accountable.

### Financial implications

- Engineers Canada's 2021 Budget includes \$10,000 for Board education, much of which has already been earmarked for training to be given this year. As a result, any additional Board-approved education recommendations must be planned and budgeted by the 2021-2022 Human Resources (HR) Committee for implementation in 2022.

### Next steps (if motion approved)

- If the Board approves the recommendations contained in the report, the 2021-2022 Governance Committee, in consultation with the HR Committee, will take steps to oversee the review of the Board assessment process, and the 2021-2022 HR Committee will be tasked with implementing the recommendations for Board education.

### Appendices

- **Appendix 1:** Governance effectiveness report



## Appendix 1

# Governance Effectiveness Report

### Executive summary

The 2021 governance effectiveness survey was issued to the Board and members of the CEO Group, Presidents Group, and the senior leadership team (SLT) in January 2021 and solicited results pertaining to the effectiveness of Engineers Canada's governance systems generally. It also comprised a self-assessment of the Board; an important step in the Board's efforts to hold itself accountable.

The survey results show that while the Board is performing quite well, some adjustments are necessary. It should be noted, however, that the survey had a relatively low participation rate, with less than half the identified stakeholders providing responses. The resulting recommendations and action plans are therefore based only on the feedback received and should not be considered as representative of all stakeholder views and opinions.

Based on the survey results<sup>1</sup>, the Governance Committee is recommending the following actions to implement improvements to Engineers Canada's existing processes and practices:

1. Review the chair assessment process (for CEAB, CEQB and other Board committees) to determine ways in which Board committee chairs may further contribute to the Board's overall performance;
2. Better identify, through stakeholder webinar and orientation presentations, the roles and work of the CFES, EDC and others within Engineers Canada's governance structure, including to make clear how and why Engineers Canada works with these groups; and
3. Address, in Director on-boarding and continuing education programs, the recurring regionalism issue, where Board decisions are not always perceived to be made in the national interest. This requires a clarification of the Directors' duties – that they are expected to bring the views and concerns of their home Regulator to the Board table, but they are to make decisions as Board members in the interest of Engineers Canada, not their home Regulator.

In addition to the above, the survey results reinforce that the training topics identified through the 2020 Board assessment survey, and which are currently being delivered to Board members, are still relevant, applicable, and desired.

### Introduction

In January 2021, Engineers Canada deployed its first ever governance effectiveness survey. The focus of the survey was on the implementation of the Governance 2.0 improvements, and the related process and practice changes made through the Governance, Strategic Planning and Consultation ("GSPC") project. This multi-year project was undertaken to address weaknesses in Engineers Canada's governance that were a contributing factor in a loss of trust between Engineers Canada and its owners, the Engineering Regulators. The project resulted in revised purposes, new policies and processes and greater role clarity, as well as a renewed commitment from the Board to serve Regulators first.

A key focus of the governance effectiveness survey was to ensure that Engineers Canada is delivering on its commitments and to identify any gaps or areas of weakness so that they can be addressed and reconciled.

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<sup>1</sup> The recommendations stem from those areas where the overall survey responses were less than 50% positive.

The Governance Committee was tasked with reviewing the results of the survey, including the Board's assessment of its own performance, and to determine if there are trends that warrant action or attention, including to make any recommendations for Board governance training that may be necessary.

### Findings and conclusions

Twenty-four (24) respondents started and completed the 2021 governance effectiveness survey. Eleven (11) of 23 Directors (48%) completed the survey<sup>2</sup>. Four (4) of 12 CEOs (33%) completed the survey, and four (4) of 12 members of the Presidents Group (16.5%) completed it. Seven (7) of 8 SLT members (87.5%) completed the survey.

Respondents were asked to evaluate Engineers Canada's effectiveness in the following general areas:

- Governance policies and foundational documents
- Governance processes
- Governance practices
- General feedback

Most respondents believe that Engineers Canada's purposes help set direction and focus operations. They also believe that Engineers Canada's guiding principles help guide their decision-making.

All the Directors believe that the Board policies help them understand and fulfill their role as a Director. Most respondents understand the role and work of the CEAB, CEQB and the CEO Group. However, the responses were varied in respect of the Presidents Group, EDC, and the Officials Groups, with it being particularly clear there is a lack of understanding among the respondents of the CFES' role. Respondents were split between feeling that the Board is effective at managing its relationships with EDC and CFES and not having sufficient information to respond.

Regarding the 2020 consultation plan, most respondents believed that it provided them with the opportunity to plan their resources and supplied sufficient information about the results of consultations. The consultation plan and web content is seen to provide valuable information about Engineers Canada's work. Additionally, nearly all respondents felt that the strategic planning process provided sufficient opportunities to contribute.

Respondents felt that the quarterly performance assessment reports provided sufficient insight into Engineers Canada's work. The quarterly and annual reports also help them understand Engineers Canada's progress toward achieving the 2019-2021 Strategic Plan.

Most of the Director respondents believe the CEO's objectives and performance assessment provide meaningful results that drive improvement, and the Board and Director assessment process was viewed as having contributed to improved Board performance. Notably, however, only a quarter of the Director respondents felt that the assessment of the CEAB, CEQB and Board committee chairs contributed to improved results, signifying there might be a need to enhance this assessment process. Further, the CEO and Presidents Group respondents were split on the question of whether they felt the CEO, Board, Director, and committee chair assessments led to greater accountability – with 50% answering "yes", and the remainder responding either "I don't know" or "Partially."

Board meetings are generally viewed as an effective forum for decision-making and the discussions held at the meetings help Directors inform their decisions. The majority of respondents felt that Board

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<sup>2</sup> 15 Directors completed the 2020 Board assessment.

decisions are made in the best interest of the national federation of Engineering Regulators, although the comments provided under this section overwhelmingly suggest there is a Regulator-centred focus.

Results for each question follow.

#### Governance policies and foundational documents

- 88% of respondents felt that Engineers Canada's purposes help to set direction and focus operations.
- 63% of respondents felt that Engineers Canada's guiding principles help them make proper decisions.

Do the Purposes of Engineers Canada help to set direction and focus operations at Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	100% (11 of 11)			
<b>CEOs</b>	100% (4 of 4)			
<b>Presidents</b>			50% (1 of 2)	50% (1 of 2)
<b>SLT</b>	85.7% (6 of 7)			14.3% (1 of 7)

- One comment was provided, suggesting that "the recognition of service to the Regulators as a prime purpose" was an improvement.

Do the Guiding Principles of Engineers Canada help you to guide decision-making?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	100% (11 of 11)			
<b>CEOs</b>	25% (1 of 4)		75% (3 of 4)	
<b>Presidents</b>			50% (1 of 2)	50% (1 of 2)
<b>SLT</b>	42.9% (3 of 7)	42.9% (3 of 7)	14.3% (1 of 7)	

- A comment was made that the Board does not seem to refer to the guiding principles in its decision making.

Do the Board Policies help you to understand and fulfill your role as a Director of Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	100% (11 of 11)			

- No comments were provided.

Do you understand the role and work of the following groups:	Yes	No	Partially	I don't know
<b>Directors</b>				
CEAB	90.9% (10 of 11)		9.1% (1 of 11)	
CEQB	72.7% (8 of 11)		27.3% (3 of 11)	
CEO Group	81.8% (9 of 11)		18.2% (2 of 11)	
Presidents Group	81.8% (9 of 11)		18.2% (2 of 11)	
EDC	36.4% (4 of 11)		63.6% (7 of 11)	
CFES	36.4% (4 of 11)		45.5% (5 of 11)	18.2% (2 of 11)
Officials Group	36.4% (4 of 11)	9.1% (1 of 11)	36.4% (4 of 11)	18.2% (2 of 11)

Do you understand the role and work of the following groups:	Yes	No	Partially	I don't know
<b>CEOs</b>				
CEAB	100% (4 of 4)			
CEQB	75% (3 of 4)		25% (1 of 4)	
CEO Group	100% (4 of 4)			
Presidents Group	50% (2 of 4)	25% (1 of 4)	25% (1 of 4)	
EDC	50% (2 of 4)		50% (2 of 4)	
CFES	25% (1 of 4)	25% (1 of 4)	50% (2 of 4)	
Officials Group	100% (4 of 4)			
<b>Presidents</b>				
CEAB	100% (2 of 2)			
CEQB	100% (2 of 2)			
CEO Group			100% (2 of 2)	
Presidents Group	50% (1 of 2)		50% (1 of 2)	
EDC	50% (1 of 2)		50% (1 of 2)	
CFES			100% (2 of 2)	
Officials Group			50% (1 of 2)	50% (1 of 2)
<b>SLT</b>				
CEAB	85.7% (6 of 7)		14.3% (1 of 7)	
CEQB	71.4% (5 of 7)		28.6% (2 of 7)	
CEO Group	57.1% (4 of 7)		42.9% (3 of 7)	
Presidents Group	57.1% (4 of 7)		42.9% (3 of 7)	
EDC	71.4% (5 of 7)		14.3% (1 of 7)	14.3% (1 of 7)
CFES	50% (3 of 6)		33.3% (2 of 6)	16.7% (1 of 6)
Officials Group	85.7% (6 of 7)		14.3% (1 of 7)	

- One respondent commented that the role of the Presidents Group is still unclear. They said: “While there is value in networking and educating potential future Directors about Engineers Canada’s operations, neither of these objectives is clearly articulated or measured. As a result, it is difficult to know if value is truly being delivered.”

### Governance Processes

- 83% of respondents felt that the consultation process and web content provide them with valuable information about Engineers Canada’s work. The same number of respondents also agreed that the strategic planning process provides sufficient opportunities to contribute.
- 75% of respondents felt that quarterly performance assessment reports provide sufficient insight into Engineers Canada’s work.
- 82% of respondents felt that the CEO objectives and performance assessments provide meaningful results that drive improvement actions. Similarly, 64% of respondents felt that the Board and Director assessments contributed to improved Board performance. Only 50% of respondents agreed that these assessments lead to greater accountability at Engineers Canada, however.
- Only 27% of Director respondents believe the CEAB, CEQB, and other Board committee chair assessments have contributed to improved results, with the majority of others not able to provide a definitive answer (selecting “partially” and “I don’t know”).
- Some respondents commented on the fact that all of these assessments are relatively new, and therefore it would take time before their impacts could be felt.

Did the 2020 Consultation Plan provide you the opportunity to plan your resources?	Yes	No	Sometimes/ Partially	I don't know
<b>CEOs</b>	50% (2 of 4)	50% (2 of 4)		
<b>SLT</b>	57.1% (4 of 7)	14.3% (1 of 7)	28.6% (2 of 7)	

- Two CEO respondents commented, one saying that Regulator resources are planned independently of Engineers Canada and the other that the consultation plan does not have a significant influence on their resource planning.

Did the Consultation Process provide you with sufficient information about the results of consultations?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	81.8% (9 of 11)		9.1% (1 of 11)	9.1% (1 of 11)
<b>CEOs</b>	75% (2 of 4)		25% (1 of 4)	
<b>Presidents</b>	50% (1 of 2)		50% (1 of 2)	
<b>SLT</b>	57.1% (4 of 7)		14.3% (1 of 7)	28.6% (2 of 7)

- One respondent's comment suggested the consultation process was not fully inclusive. Another respondent mentioned that sometimes there is a feeling that input is not considered.

Does the Consultation Process and web content provide you with valuable information about Engineers Canada's work?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	90.9% (10 of 11)			9.1% (1 of 11)
<b>CEOs</b>	100% (4 of 4)			
<b>Presidents</b>	100% (2 of 2)			
<b>SLT</b>	57.1% (4 of 7)		42.9% (3 of 7)	

- One comment mentioned that "while the process of setting up the plan can sometimes be problematic, it does provide for good information sharing."

Does the Strategic Planning Process provide sufficient opportunities to contribute?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	90.9% (10 of 11)		9.1% (1 of 11)	
<b>CEOs</b>	75% (3 of 4)		25% (1 of 4)	
<b>Presidents</b>	50% (1 of 2)	50% (1 of 2)		
<b>SLT</b>	85.7% (6 of 7)		14.3% (1 of 7)	

- There were some positive comments, indicating that there were lots of opportunities to provide input and that the session in Banff last summer was very dynamic. However, some respondents were concerned with inclusivity of all members and whether voices were being heard.

Do the Quarterly Performance Assessment Reports provide sufficient insight into the work of Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	81.8% (9 of 11)		18.2% (2 of 11)	
<b>CEOs</b>	75% (3 of 4)		25% (1 of 4)	
<b>Presidents</b>	50% (1 of 2)			50% (1 of 2)
<b>SLT</b>	71.4% (5 of 7)		14.3% (1 of 7)	14.3% (1 of 7)

- One comment stated that the quarterly assessment reports are time consuming to prepare and suggested that this is an area for improvement, which should be introduced to coincide with reporting on the new Strategic Plan. Another respondent indicated that they do not rely on the performance assessments for insight.

Do the Quarterly and Annual Performance Reports help you understand Engineers Canada's progress toward achieving the 2019-2021 strategic plan?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	70% (7 of 10)		30% (3 of 10)	
<b>CEOs</b>	75% (3 of 4)	25% (1 of 4)		
<b>Presidents</b>	50% (1 of 2)			50% (1 of 2)
<b>SLT</b>	42.9% (3 of 7)		57.1% (4 of 7)	

- One respondent suggested that the annual performance report could be improved by providing a summary statement for the year. The same respondent also proposed that the Board should have a more in-depth discussion about its strategic priorities, including whether it is on track or requires changes such as new resources or direction.
- Another respondent mentioned that they would have answered in the affirmative if the question instead asked whether the reports sufficiently show progress.

Do you feel confident that the CEO Objectives and the CEO's Performance Assessment provide meaningful results that drive improvement actions?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	81.8% (9 of 11)		18.2% (2 of 11)	

- No comments were provided.

Do you feel that the Board and Director Assessments contributed to improved Board performance?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	63.6% (7 of 11)	9.1% (1 of 11)	27.3% (3 of 11)	

- One Director respondent indicated that the Board and Director assessments are fairly new and will take some time to establish. The respondent also mentioned that these assessments are a good idea and suggested that it would be helpful to let the Board and Directors know they will be assessed.
- Another respondent commented that they noticed increased contributions by Board members after the last survey's completion, and yet another mentioned that Engineers Canada still struggles with regionalism, where some Directors (primarily Ontario & Quebec) remain focused on provincial rather than national issues.

Do you feel that the Assessment of CEAB, CEQB and Board committee chairs contributed to improved results?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	27.3% (3 of 11)	9.1% (1 of 11)	36.4% (4 of 11)	27.3% (3 of 11)

- One Director commented that, given that the assessment of the CEAB, CEQB, and Board committee chairs has only been completed once, it is too early to tell whether it contributes to improved results.

Do you feel that the new Assessments of the Board, the Directors, the Committee chairs, and the CEO have led to greater accountability at Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>CEOs</b>	50% (2 of 4)		25% (1 of 4)	25% (1 of 4)
<b>Presidents</b>	50% (1 of 2)		50% (1 of 2)	

- A respondent mentioned that the review of the governance processes was a good initiative, but it was dismissed by those provinces in control of Engineers Canada decision making. Another comment mentioned that accountability has increased, but the respondent was unsure whether it was the assessments which have brought about this change.

#### Governance Practices

- 67% of respondents believe that Board meetings provide an effective forum for decision making. 82% of Directors also agree that discussions at Board meetings help inform their decisions.
- 65% of respondents felt that Board decisions are made in the best interest of the national federation of Engineering Regulators. Some respondents commented that in certain cases, however, decisions seem to be made in favor of specific Regulators.
- 100% of respondents agreed that Engineers Canada's webinars for Regulators' new councillors help inform volunteers and councillors about the purpose and work of Engineers Canada. Respondents commented that this resource is very helpful.
- 88% of respondents have availed themselves of orientation materials available to them.

Do you feel that Board Meetings provide an effective forum for decision-making?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	90.9% (10 of 11)		9.1% (1 of 11)	
<b>CEOs</b>	50% (2 of 4)		50% (2 of 4)	
<b>Presidents</b>			50% (1 of 2)	50% (1 of 2)
<b>SLT</b>	57.1% (4 of 7)		28.6% (2 of 7)	14.3% (1 of 7)

- One respondent clarified that their exposure to Board meetings has been brief.

Do the discussions at Board Meetings help to inform your decisions?	Yes	No	Sometimes/Partially	I don't know
<b>Directors</b>	81.8% (9 of 11)		18.2% (2 of 11)	

- Respondents indicated that these discussions are an opportunity to hear other opinions and input and that the committee reports are very informative. One respondent, however, indicated they get most of their information from the Board package.

Do you feel that Board Decisions are made in the best interest of the national federation of Engineering Regulators?	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	90.9% (10 of 11)	9.1% (1 of 11)		
<b>CEOs</b>	25% (1 of 4)	50% (2 of 4)	25% (1 of 4)	
<b>Presidents</b>			100% (2 of 2)	

- Despite that 64.7% of respondents answered “yes” to this question, five out of the six respondents who commented suggested that decisions are not always reflective of national interests and are instead dominated by centralist interests and made in the interest of the largest Regulators. One respondent suggested that the Board be restructured to a one-Member/one-vote cooperative structure.

Does the participation of Engineers Canada Directors at your Annual General Meeting improve communications between Regulators and Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>CEOs</b>	25% (1 of 4)	25% (1 of 4)	50% (2 of 4)	
<b>Presidents</b>	50% (1 of 2)		50% (1 of 2)	

- Respondent comments suggest appreciation of Engineers Canada’s participation at their Annual General Meetings and feel that it is a good opportunity to build relationships and work together effectively. However, one respondent indicated that other opportunities to improve communication should also be considered.



Do Engineers Canada's Webinars for Regulators' new councilors help to inform your volunteers and councilors about the purpose and work of Engineers Canada?	Yes	No	Sometimes/ Partially	I don't know
<b>CEOs</b>	100% (4 of 4)			
<b>Presidents</b>	100% (2 of 2)			

- The comments under this question were all very positive and mentioned that the webinars are an excellent introduction and are very informative and helpful.

Have you availed yourself of the Orientation Materials available? (E.g. First Timers / Council presentations, new Board member orientation, past meeting minutes and agenda books, etc.)	Yes	No	Sometimes/ Partially	I don't know
<b>Directors</b>	100% (11 of 11)			
<b>CEOs</b>	75% (3 of 4)	25% (1 of 4)		
<b>Presidents</b>	50% (1 of 2)		50% (1 of 2)	

- Respondents reported using many of the orientation materials and find them very helpful. One respondent suggested that it would be helpful to have the Chairs of the CEAB and CEQB who report directly to the Board brief on the workings of these committees.

*It is worth noting that in the 2020 Board self-assessment, 59% of Director respondents felt that the Board needed improvement in its provision of orientation and continuous education, and that orientation in particular needed to be improved. It is clear that the improvements instituted by the HR Committee over the past year have resulted in greater results, now with 100% of Director respondents indicating they have availed themselves of these orientation materials.*

How effective is the Board at maintaining its relationships with the following Key Stakeholder organizations?	Highly effective	Effective	Needs to improve	Not effective	Insufficient info to respond
<b>Directors</b>					
<b>EDC</b>	9.1% (1 of 11)	27.3% (3 of 11)	27.3% (3 of 11)		36.4% (4 of 11)
<b>CFES</b>	9.1% (1 of 11)	36.4% (4 of 11)			54.5% (6 of 11)
<b>CEOs</b>					
<b>EDC</b>		50% (2 of 4)	25% (1 of 4)		25% (1 of 4)
<b>CFES</b>		75% (3 of 4)			25% (1 of 4)
<b>Presidents</b>					
<b>EDC</b>					100% (2 of 2)
<b>CFES</b>					100% (2 of 2)
<b>SLT</b>					
<b>EDC</b>		42.9% (3 of 7)		28.6% (2)	28.6% (2 of 7)
<b>CFES</b>	14.3% (1 of 7)	28.6% (2 of 7)	14.3% (1 of 7)	14.3% (1)	28.6% (1 of 7)

- One respondent mentioned that besides receiving reports from EDC and CFES, they are not aware of the Board having a relationship with these groups.

*In the 2020 Board self-assessment, 81% of Directors who responded to the survey felt the Board was effective at maintaining its relationship to the Canadian Federation of Engineers Students (CFES) and other key stakeholders. However, in regards to the relationship with the Engineering Deans Canada (EDC), responses were split 50/50 between those who felt that improvement was needed and those who felt that the Board was skilled at maintaining its relationship. Those who commented on the EDC relationship in 2020 noted that the relationship was poor or even deteriorating.*

#### Director education

Board members were also asked to identify future Board education opportunities to help further their personal development as a Director and improve their contributions to Board work. The following results were logged, from highest ranked training requests to lowest<sup>3</sup>:

1. Board dynamics: collaborating, compromising and reaching consensus – 8 requests
2. Fiduciary duties and Engineers Canada's specific responsibilities vis-à-vis the Regulators – 6 requests
3. Directors' role in providing direction and control – 5 requests
4. Enterprise risk management – 5 requests
5. Directors' role at the Board level – 4 requests
6. Financial literacy and Engineers Canada finances – 3 requests
7. Other – 1 request (the request was specifically for human bias awareness (for decisions) and differences between the Regulators (to help in better understanding the other Directors' perspectives and opinions)

This is consistent with the results of the 2020 Board self-assessment, where the most common training requests were in the areas of finance (6 requests), risk management (5 requests) and general governance (5 requests).

Additionally, Directors were asked to select their preferred learning styles<sup>4</sup> for Board training, with the following identified:

- Interactive – 9 requests
- Self-study – 5 requests
- Lecture style – 4 requests

Two comments specified that online Board education opportunities were desired.

#### General governance effectiveness feedback

As a final part of the survey, respondents were asked for general feedback regarding the Board's effectiveness and Engineers Canada's governance. One respondent indicated that the Board made very good progress over the past year, having pivoted to virtual meetings, and using meeting time effectively. That same respondent mentioned that generally speaking, Board meeting discussions have stayed on track as Directors haven't gotten bogged down in the minutiae and seem to have trusted the committees' judgement with the work delegated to them.

Some comments focussed more specifically on meeting processes, with one respondent suggesting that some Board motions should be discussed prior to the Board meeting in order to allow members who disagree with the motion the opportunity to express their point of view and learn more about the purpose of the motion. Another respondent explained that the "two-minute and no more than twice" procedural

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<sup>3</sup> Respondents were able to select more than one option.

<sup>4</sup> Respondents were able to select more than one option.

rule used by the Board meeting Chair for discussion and debate does not allow the issue at hand to be fully understood and explored.

There were also several comments (five out of nine) which touched on concerns about national interests not being fully represented. One respondent indicated that the Board's operational focus can sometimes prevent it from considering strategic objectives of national collaboration at-large and Engineers Canada's long-term sustainability. Another respondent mentioned that Board members continue to be biased by the interests of their own Regulator and that as long as this persists, appropriate governance of Engineers Canada cannot be obtained. Yet another comment suggested that the Board should move to a collaborative model of one member/one vote in order to be truly effective. That same respondent pointed out that the financial interests of Members would still be protected by AGM share voting.

## Recommendations

The Governance Committee recommends that the following actions be approved by the Board in order to pursue **governance improvements** identified through the survey:

1. Conduct a review of the chair assessment process (for CEAB, CEQB, and other Board committees) to identify whether there are ways to improve Board performance. This may include, for example, formalizing the chair feedback process and publishing results, ultimately resulting in changes being made to Board policies. The committee further recommends that new Directors be informed, during their orientation to the Board, of the specific ways in which their performance will be evaluated, including the purpose for the evaluations. Moreover, continuing Directors and Board committee chairs should be reminded, annually, of the expectations and competencies for them in each of their roles and the ways in which they will be assessed.
2. In providing webinars and orientation presentations to new Directors, CEOs, and presidents, identify the roles and work of CFES, EDC, and others within Engineers Canada's governance structure so that their value and linkage to the work of Engineers Canada is clearly understood. Specifically, CFES and EDC use, and are affected by, many of the services that Engineers Canada offers. It is important that the Directors understand the importance of these relationships, and the value experienced through continued collaboration and communication.
3. In new Director onboarding sessions and included as a theme throughout continuing Director education programs, focus efforts on ensuring Directors fully understand how to balance their duties as an Engineers Canada Director with their sometimes-conflicting duties as a member of their home Regulator or their Regulator's council. This requires underscoring for individuals their Directors' duties – that they are expected to bring the views and concerns of their home Regulator to the Engineers Canada Board table, but they are to make decisions in the interest of Engineers Canada, not their home Regulator. Directors need to understand how to identify, manage and reconcile their interests and try to avoid applications of bias, lack of independence, and conflicts from seeping into their Board decision-making.

In addition to the two specific training topics noted above, the committee recommends that **Director education** in 2021 and 2022 continue to focus on the areas identified in the 2020 Board assessment, with a specific review of Board dynamics, Director fiduciary duties, and Engineers Canada's specific responsibilities vis-à-vis the Regulators.

The Committee notes that training on the aforementioned topics is currently underway with the Board-on-Board leadership program that became available to all Directors at the beginning of February. While this training satisfies the topics requested by Directors in the present and previous year's Board assessment survey, and further makes the delivery of information accessible as and when needed, it is not interactive. That said, the program was not available to Directors at the time the governance effectiveness

survey was open and the Committee believes there is merit in waiting to evaluate the program until after Directors have had a chance to fully access it, including to confirm whether the flexible delivery format was effective/enjoyed.

#### Next steps

Should the Board resolve to adopt the proposed recommendations contained in this report, the 2021-2022 Governance Committee will oversee the chair assessment process review, in consultation with the HR Committee, and the 2021-2022 HR Committee will ensure that the required additional training and information is delivered to Directors and Engineers Canada stakeholders.

Moreover, the Governance Committee suggests that another governance effectiveness survey be launched again in two to three years, with a smaller audience comprised only of participants and informed observers (Directors and CEOs). With only a few members of SLT being directly engaged in the organization's governance processes and practices and with a constant turnover of Regulator presidents (at different times during the year), the overall value of feedback from these groups is uncertain. The Governance Committee overseeing the next governance effectiveness survey should also make every effort to reinforce to stakeholders the importance of responding – further prompts from the President of the Board may be advisable.

Additionally, the Committee believes the timing of the survey, taking place in January, should be continued. In particular, this timing permits staff to budget the following year's Board education and training during the summer when budgeting takes place, after any such recommendations are approved by the Board in May.

## BRIEFING NOTE: For decision

Board policy updates		4.2
Purpose:	To approve updates to existing Board policies	
Link to the Strategic Plan:	Board Responsibility 4: Ensure the development and periodic review of Board policies	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee:</i></p> <p><i>a) approve the following revised Board policies:</i></p> <ul style="list-style-type: none"> <li><i>i. 1.2, Guiding Principles</i></li> <li><i>ii. 6.9, CEAB</i></li> <li><i>iii. 6.10, CEQB</i></li> </ul> <p><i>b) rescind Board policy 8.2, Diversity and Inclusion</i></p>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, Corporate Secretary	
Presented by:	Nancy Hill, Director from Ontario, and Chair of the Governance Committee	

### Problem/issue definition

- Three (3) revised policies are presented today for approval. In addition, one (1) policy is recommended to be rescinded.

### Proposed action/recommendation

- That the Board review and approve the proposed revisions to the existing policies and approve rescinding policy 8.2, *Diversity and Inclusion*.
  - In recommending to rescind policy 8.2, *Diversity and Inclusion*, the Governance Committee took into consideration the 2019-2020 Governance Committee's recommendations and also the Board's May 2020 discussion, when it noted that: "although [the Section 8 policies] provide support for the strategic plan, they may no longer be helpful. It was noted that they are meant to articulate the Board's position to staff and assist in narrowing the scope for operational implementation."
  - Additionally, the committee felt that the policy was aspirational and contained principles or statements that were mostly out of Engineers Canada's control. Despite this fact, the committee believed that the principles contained in policy 8.2 should be retained and incorporated into other existing Board policies, where it made sense to do so, including in the newly revised policy 1.2, *Guiding Principles*, and in the CEAB and CEQB policies (6.9 and 6.10), all of which now contain expanded equity, diversity, and inclusion (EDI) references.
  - Appendix 2 includes a summary of how the statements from policy 8.2 have been incorporated into the Board Policy Manual.

### Consultation

- The CEAB and CEQB policies were reviewed by staff supporting those committees, as well as by the Executives of both committees.
- Each of the policies presented for approval today were also reviewed by the Manager, Diversity, Equity, and Inclusion to ensure conformance with Engineers Canada's overarching EDI strategy and goals.

### Next steps (if motion approved)

- Upon Board approval, the Board Policy Manual will be updated to include the revised policies, as well as to remove policy 8.2.

### Appendices

- **Appendix 1:** Policies – marked up versions and clean copies
- **Appendix 2:** Incorporating EDI into Board Policy Manual (for information)
  - Summary of Policy 8.2, *Diversity and Inclusion*, with notes indicating which policy the statement has been moved to

# 1 Introduction and background

The introduction and background contain information that helps provide context for the policies in this manual.

## 1.2 Guiding principles

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

*Review period: Biennial*

*Date of latest amendment:*

*Date last reviewed: October 8, 2019*

The guiding principles are statements that inform and guide decision-making at Engineers Canada. They embody the corporate culture and clarify what is most important. In times of ambiguity, they point to the preferred course of action. They refer to “how” things should be done, not “what” needs to be done. The guiding principles are:

### **(1) Serve the needs of the Regulators.**

- a) Achieve a balance between serving the needs of individual Regulators and strengthening the collective interest:
  - i. through dialogue, and
  - ii. as determined collaboratively by the Regulators.
- b) Regulators own the relationship and the dialogue with individual license holders of the profession.
- c) Demonstrate the link between Board direction, the purpose of Engineers Canada, and the needs of the Regulators.

### **(2) Ensure transparency and accountability in the decision-making process.**

- a) Ensure that the process is clear and transparent.
- b) Actively engage all affected parties in the process.
- c) Ensure that all comments and guidance provided during consultations are considered during the process.
- d) Share supporting background and rationale for final decisions with all affected parties.

### **(3) Encourage the commitment and engagement of the Regulators.**

- a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.
- b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.

### **(4) Enable equity, diversity, and inclusion in the Canadian engineering profession.**

- a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.

- b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.
- c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.
- d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.
- e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
  - i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.





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- d) Share supporting background and rationale for final decisions with all affected parties.

### (3) Encourage the commitment and engagement of the Regulators.

- a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.
- b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.

### (4) Enable **equity, diversity, and inclusion** in the Canadian engineering profession.

- a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.

**Commented [ES1]:** Additions pulled from Policy 8.2, *Diversity and Inclusion*, and enhanced with assistance from Manager, DEI



- b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.
- c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.
- d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.
- e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
  - i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.

## 6 Engineers Canada Board committees and task forces

### 6.9 Canadian Engineering Accreditation Board (CEAB)

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

*Review period: Annual*

*Date of latest amendment: May 22, 2020 (Motion 5851)*

*Date last reviewed: May 22, 2020*

#### 6.9.1 Terms of reference

The CEAB enhances the Board's effectiveness and efficiency on matters related to the accreditation of academic engineering programs.

##### *A. Purpose/products*

- (1) The CEAB produces information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries. The CEAB performs assessments of academic engineering programs to determine if they meet accreditation criteria approved by the Board. It grants accreditation to those programs that meet the criteria.
- (2) In support of these purposes/products, the CEAB will:
  - a) Review on a regular basis the criteria, policies, and procedures for evaluating engineering programs for accreditation or substantial equivalency purposes;
  - b) Undertake an evaluation of engineering programs for accreditation upon request of academic institutions and based upon the Engineers Canada Board-approved criteria;
  - c) Determine the equivalency of accreditation systems in other countries based upon the Engineers Canada Board-approved criteria;
  - d) Conclude negotiated international mutual recognition agreements at the education level based upon direction from the Engineers Canada Board;
  - e) Provide regular reports to the Engineers Canada Board regarding the status of international mutual recognition agreements pertaining to engineering education;
  - f) Maintain effective liaison with engineering accrediting bodies in other countries, with other professions' accrediting bodies, and with other relevant organizations;
  - g) Provide information and, when appropriate, options and implications, to the Engineers Canada Board on international matters relating to engineering accreditation and engineering education, including implementation and maintenance of international accreditation agreements;

- h) Provide advice to Canadian higher education institutions regarding accreditation;
- i) Accept feedback from relevant Canadian organizations regarding the Canadian engineering accreditation system;
- j) Assure that administrators of assessed engineering programs are aware of the limitations of the assessment and their resulting responsibilities, including, but not limited to:
  - i. The higher education institution offering the engineering program shall adhere to all accreditation criteria and regulations, shall fully disclose with relevant documentation all aspects of the program, and shall advise the CEAB immediately of any significant changes to its accredited program(s); and,
  - ii. There is no legal right to accreditation. The CEAB assumes no responsibility and shall not be liable to students, graduates, or any other party who may be affected by the denial, termination, or revocation of accreditation.
- k) Assure that administrators of those programs that are assessed as being insufficient to be accredited are aware of the reasons and the process to initiate a reassessment or an appeal.

#### *B. Authority*

- (1) The CEAB's authority enables it to assist the Engineers Canada Board in its work. In addition to the authority granted through Policy 6.1, *Board Committees and Task Forces*, the CEAB also:
  - a) Accredits programs in Canada or recognize equivalencies of engineering programs in other countries in accordance with the Engineers Canada Board's approved Accreditation Criteria and Procedures;
  - b) May establish Committees and Task Forces to assist in carrying out its work;
  - c) May deal directly with organizations and individuals;
  - d) The CEAB representative at Washington Accord meetings is authorized to vote on behalf of Engineers Canada;
- (2) The CEAB has no authority to:
  - a) Change Engineers Canada Board policies;
  - b) Approve changes to Accreditation Criteria and Procedures, except for those which are of an administrative (housekeeping) nature;
  - c) Enter into financial agreements;

- d) Spend or commit organization funds, unless such funds are specifically allocated by the Engineers Canada Board;
- e) Make representations that any graduate of an accredited program will be eligible for licensure;
- f) Conduct a program accreditation prior to receipt of a request from a higher education institution;
- g) Conduct substantial equivalency visits of engineering programs in other countries if the cost of such visits is not borne by the higher education institution without specific permission of the Board; or,
- h) Make representation that it will identify every aspect of an assessed engineering program that does not meet its accreditation criteria and regulations.

### *C. Composition*

- (1) The CEAB is composed of the Chair, the Vice-Chair, the Past Chair and shall include one member from each of the following regions:
  - British Columbia
  - Alberta
  - Saskatchewan or Manitoba
  - Ontario
  - Quebec
  - Newfoundland, Prince Edward Island, Nova Scotia, or New Brunswick
 and should include one member from:
  - Yukon, the Northwest Territories, or Nunavut
- (2) The CEAB also includes members-at-large. The total number of members is based on the anticipated future workload.
- (3) Two Directors of the Engineers Canada Board shall be appointed to the CEAB by the Board.
- (4) All members of the CEAB must be licensed engineers in Canada.
- (5) Quorum shall be set at 50% of the members +1.
- (6) The Chair, the Vice-Chair, and the Past Chair constitute the Executive Committee of the CEAB.
- (7) The membership of the CEAB shall ideally be composed of:
  - a) 2/3 of its members either currently or formerly employed as a faculty member at a higher education institution; and,
  - b) 1/3 of its members either currently or formerly engaged in the practice of professional engineering as described below.

- (8) For the portion of the membership that is from outside of the field of academia, consideration should be given to candidates having one or more of the following attributes:
  - a) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others;
  - b) Experience in the technical review of professional engineering work prepared by others; or,
  - c) Experience in the supervision, mentorship, or development of engineers-in-training or recently licensed engineers
- (9) In the selection of members for the CEAB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEAB:
  - a) Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
  - b) Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.
- (10) The CEAB may invite observers to its meetings, including a member of the CEQB. Observers do not have voting rights.
- (11) The CEAB secretariat, appointed by the CEO, supports the CEAB and its members are non-voting participants in meetings of the CEAB and its subcommittees.

#### *D. Term limits*

- (1) The term of appointment to the CEAB shall be for a period of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for an additional three-year term, for a total of up to six (6) years of total service.
- (2) The foregoing term limits shall not apply to a member who is elected or confirmed, as applicable, to hold office as Vice-Chair, Chair or Past Chair prior to the expiration of their second term, in which case they may continue until they have finished serving as Past Chair.
- (3) The Engineers Canada Board may also, under exceptional circumstances, extend the term of appointment for other members of the CEAB beyond the six-year limit, up to a maximum of nine (9) years total service. For such an extension to be considered, the rationale must be provided to the Engineers Canada Board.
- (4) The term of office for the positions of Chair, Vice-Chair, and Past Chair of the CEAB shall be for one (1) year.

#### *E. Planning*

- (1) The CEAB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans.

- a) The CEAB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.
  - b) The CEAB shall maintain a list of its members, including appointment dates and positions. This information shall be used as the basis for development of a volunteer recruitment and succession plan that identifies the desired profiles for new appointments.
- (2) The plans must be submitted annually to the Engineers Canada Board for approval.

### 6.9.2 Role of the Chair of the CEAB

The Chair of the CEAB is crucial to the success of Engineers Canada. The Chair is directly accountable to the Engineers Canada Board for the achievements of the CEAB.

#### A. Responsibilities

- (1) The Chair works closely with the secretariat and other Engineers Canada staff, and provides leadership to the CEAB in the delivery of valuable services, products, and tools for the Regulators. In addition to the responsibilities required of all Chairs in Policy 6.1, *Board Committees and Task Forces*, the CEAB Chair is also responsible for:
  - a) Chairing their Executive Committee and participating on the Nominating Subcommittee;
  - b) Reviewing the volunteer recruitment and succession plans, as developed by the secretariat;
  - c) Reviewing the budget (as developed by the secretariat) and working with the Engineers Canada CEO to deliver on their work plan within the Board-approved Budget and resource constraints;
  - d) Working with the Engineers Canada CEO and the secretariat to develop interim performance assessment reports and the annual performance report for the Engineers Canada Board and the Regulators;
  - e) Attending meetings of the Engineers Canada Board;
  - f) Contributing to the development, implementation, and achievement of Engineers Canada's Strategic Plan;
  - g) Being knowledgeable of and working to support the delivery of the work of the CEAB; and,
  - h) Ensuring that members behave consistently with their own rules and those imposed upon them from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

### *B. Competencies*

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all committee Chairs in Policy 6.1, *Board Committees and Task Forces*. In addition, the CEAB Chair must have a demonstrated in-depth knowledge of accreditation, and an understanding of the application of the CEAB's criteria and processes.

## **6.9.3 Process to appoint members to the CEAB**

### *A. General requirements*

- (1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.
- (2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).
- (3) The procedures outlined below shall be followed in the order they are written.
- (4) All appointments to the CEAB shall be subject to the approval of the Engineers Canada Board.

### *B. Nominating Subcommittee*

- (1) The Nominating Subcommittee of the CEAB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.
- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

### *C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.
- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.



- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

**a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates who they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

**b) Members at large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates it would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed and those Regulators shall be asked to identify which of those candidates they would support for the position.

*D. Vacancies*

- (1) In the event of a vacancy occurring on the CEAB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, which were compiled during the previous most recent nomination cycles for the position in question.

- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) In the event of a vacancy, the candidate selected to fill the vacancy shall be appointed for an initial term, which shall end on June 30 three (3) or more years after the appointment.

#### *E. Reappointments*

- (1) When considering whether to recommend the reappointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.
- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all Regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.
- (6) For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s), the Regulator(s) shall be asked to indicate whether it would support the re-appointment of the individual to the position. The Regulator does not need to provide any reasons for its decision.
- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service.
- (8) If the Regulator supports the re-appointment, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

### 6.9.4 Process to appoint members to the CEAB Executive Committee

- (1) The Engineers Canada Board shall approve all appointments to the CEAB Executive Committee.
- (2) Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.

#### *A. Nominating*

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair.
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair.
- (3) The chair of the Nominating Subcommittee shall issue an invitation to all members of the CEAB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election shall confirm their willingness and provide their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).
- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEAB at least two (2) weeks prior to the date of election.

#### *B. Elections*

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEAB. Voting may take place using in-person or electronic ballots.
- (2) Each member present at the meeting may cast one vote. Proxy votes are not permitted.
- (3) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.
- (4) The secretary of the CEAB and the CEQB observer at the meeting (or another neutral party agreed to by the Nominating Subcommittee) shall act as the scrutineers for the election.
- (5) In the event only one candidate is nominated for the position of Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by indicating "yea" or "nay".

- a) If the majority of the votes cast indicate "yea", that candidate shall be declared elected.

- b) In the event of a tie, the scrutineers shall open the Past Chair's second ballot and use the vote therein.
  - c) If the majority of votes indicate "nay", the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
  - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event of a tie in the number of votes received, the scrutineers shall open the Past Chair's second vote and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, the senior Director appointee and the Past Chair of the CEAB shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.
  - c) In the event of a tie in the number of votes received by two or more candidates, as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting, the scrutineers shall first open the Past Chair's sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the senior Director appointee's sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.

## 6.9.5 Engineers Canada appointments to the CEAB

The Engineers Canada Board appoints two Directors to the CEAB to act as “Director appointees”. Director appointees serve for a two-year term and are appointed in alternate years to ensure continuity.

### *A. Responsibilities of the Director appointees*

- (1) The Director appointees are the Engineers Canada Board’s representatives on the CEAB. They serve a key role in helping the Engineers Canada Board to meet its responsibilities to:
  - “hold itself, its Directors and its Direct Reports accountable” (Board responsibility #1)
  - “provide ongoing and appropriate strategic direction” (Board responsibility #3).
- (2) Director appointees shall attend all meetings of the CEAB.
- (3) Director appointees provide advice and guidance to the CEAB regarding the Strategic Plan, Engineers Canada Board policy, and direction.
- (4) Director appointees provide advice and guidance to the Engineers Canada Board on the work of the CEAB, and the performance of the Chair.
- (5) The senior Director appointee (the Director with the longer term of service on the CEAB) serves as the chair of the Nominating Subcommittee.
- (6) The senior Director appointee shall also attend the meetings of the Policies & Procedures Committee as an observer.

### *B. Authority of the Director appointees*

- (1) The Director appointees shall have voting rights on the CEAB and on any subcommittee to which they are appointed.
- (2) Engineers Canada Director appointees may attend meetings of the subcommittees of CEAB as observers.

### *C. Restrictions on the Director appointees*

The Chair of the CEAB reports to the Board as a whole. Director appointees have no authority to direct the CEAB.



## 6 Engineers Canada Board committees and task forces

### 6.9 Canadian Engineering Accreditation Board (CEAB)

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

*Review period: Annual*

*Date of latest amendment: May 22, 2020 (Motion 5851)*

*Date last reviewed: May 22, 2020*

#### 6.9.1 Terms of reference

The CEAB enhances the Board's effectiveness and efficiency on matters related to the accreditation of academic engineering programs.

##### *A. Purpose/products*

- (1) The CEAB produces information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries. The CEAB performs assessments of academic engineering programs to determine if they meet accreditation criteria approved by the Board. It grants accreditation to those programs that meet the criteria.
- (2) In support of these purposes/products, the CEAB will:
  - a) Review on a regular basis the criteria, policies, and procedures for evaluating engineering programs for accreditation or substantial equivalency purposes;
  - b) Undertake an evaluation of engineering programs for accreditation upon request of academic institutions and based upon the Engineers Canada Board-approved criteria;
  - c) Determine the equivalency of accreditation systems in other countries based upon the Engineers Canada Board-approved criteria;
  - d) Conclude negotiated international mutual recognition agreements at the education level based upon direction from the Engineers Canada Board;
  - e) Provide regular reports to the Engineers Canada Board regarding the status of international mutual recognition agreements pertaining to engineering education;
  - f) Maintain effective liaison with engineering accrediting bodies in other countries, with other professions' accrediting bodies, and with other relevant organizations;
  - g) Provide information and, when appropriate, options and implications, to the Engineers Canada Board on international matters relating to engineering accreditation and engineering education, including implementation and maintenance of international accreditation agreements;



- h) Provide advice to Canadian higher education institutions regarding accreditation;
- i) Accept feedback from relevant Canadian organizations regarding the Canadian engineering accreditation system;
- j) Assure that administrators of assessed engineering programs are aware of the limitations of the assessment and their resulting responsibilities, including, but not limited to:
  - i. The higher education institution offering the engineering program shall adhere to all accreditation criteria and regulations, shall fully disclose with relevant documentation all aspects of the program, and shall advise the CEAB immediately of any significant changes to its accredited program(s); and,
  - ii. There is no legal right to accreditation. The CEAB assumes no responsibility and shall not be liable to students, graduates, or any other party who may be affected by the denial, termination, or revocation of accreditation.
- k) Assure that administrators of those programs that are assessed as being insufficient to be accredited are aware of the reasons and the process to initiate a reassessment or an appeal.

#### *B. Authority*

- (1) The CEAB's authority enables it to assist the Engineers Canada Board in its work. In addition to the authority granted through Policy 6.1, *Board Committees and Task Forces*, the CEAB also:
  - a) Accredits programs in Canada or recognize equivalencies of engineering programs in other countries in accordance with the Engineers Canada Board's approved Accreditation Criteria and Procedures;
  - b) May establish Committees and Task Forces to assist in carrying out its work;
  - c) May deal directly with organizations and individuals;
  - d) The CEAB representative at Washington Accord meetings is authorized to vote on behalf of Engineers Canada;
- (2) The CEAB has no authority to:
  - a) Change Engineers Canada Board policies;
  - b) Approve changes to Accreditation Criteria and Procedures, except for those which are of an administrative (housekeeping) nature;
  - c) Enter into financial agreements;



- d) Spend or commit organization funds, unless such funds are specifically allocated by the Engineers Canada Board;
- e) Make representations that any graduate of an accredited program will be eligible for licensure;
- f) Conduct a program accreditation prior to receipt of a request from a higher education institution;
- g) Conduct substantial equivalency visits of engineering programs in other countries if the cost of such visits is not borne by the higher education institution without specific permission of the Board; or,
- h) Make representation that it will identify every aspect of an assessed engineering program that does not meet its accreditation criteria and regulations.

#### C. *Composition*

- (1) The CEAB is composed of the Chair, the Vice-Chair, the Past Chair and shall include one member from each of the following regions:
  - British Columbia ~~or the Yukon~~
  - Alberta, ~~the Northwest Territories, or Nunavut~~
  - Saskatchewan or Manitoba
  - Ontario
  - Quebec
  - Newfoundland, Prince Edward Island, Nova Scotia, or New Brunswick
  - and should include one member from:
  - Yukon, the Northwest Territories, or Nunavut
- (2) The CEAB also includes members-at-large. The total number of members is based on the anticipated future workload. ~~subject to the current and anticipated future workload as articulated in the work plan.~~
- (3) Two Directors of the Engineers Canada Board shall be appointed to the CEAB by the Board.
- (4) All members of the CEAB must be licensed engineers in Canada.
- (5) Quorum shall be set at 50% of the members +1.
- (6) The Chair, the Vice-Chair, and the Past Chair constitute the Executive Committee of the CEAB.
- (7) The membership of the CEAB shall ideally be composed of:
  - a) 2/3 of its members either currently or formerly employed as a faculty member at a higher education institution; and,

#### **Commented [ES1]:** Comments from Gov. Cttee:

The committee believes that there should be a separate category where one member of the QB is selected from Yukon, NWT or Nunavut, to the extent it's possible to do so. Because it may not be possible in every instance to find a qualified individual from these regions, permissive language (should) is intentionally used here.





- b) 1/3 of its members either currently or formerly engaged in the practice of professional engineering as described below.
- (8) For the portion of the membership that is from outside of the field of academia, consideration should be given to candidates having one or more of the following attributes:
  - a) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others;
  - b) Experience in the technical review of professional engineering work prepared by others; or,
  - c) Experience in the supervision, mentorship, or development of engineers-in-training or recently licensed engineers
- (9) In the selection of members for the CEAB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEAB:
  - a) Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
  - b) Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.
- (10) The CEAB may invite observers to its meetings, including a ~~member of the CEQB. Observers do not have voting rights. may be appointed as a non-voting participant to the CEAB. In addition, the CEAB may invite observers to its meetings.~~
- (11) The CEAB ~~secretary-secretariat,~~ is appointed by the CEO. ~~The secretary~~ supports the CEAB and its members ~~is/are~~ non-voting participants in meetings of the CEAB and its subcommittees.

**Commented [ES2]:** Because the Gov. Cttee is recommending rescinding policy 8.2 (EDI), we have pulled parts from that policy and included them here since the cttee agreed that this would be one place where we should implement our diversity and inclusion goals

#### D. Term limits

- (1) The term of appointment to the CEAB shall be for a period of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for an additional three-year term, for a total of up to six (6) years of total service.
- (2) The foregoing term limits shall not apply to a member who is elected or confirmed, as applicable, to hold office as Vice-Chair, Chair or Past Chair prior to the expiration of their second term, in which case they may continue until they have finished serving as Past Chair.
- (3) The Engineers Canada Board may also, under exceptional circumstances, extend the term of appointment for other members of the CEAB beyond the six-year limit, up to a maximum of nine (9) years total service. For such an extension to be considered, the rationale must be provided to the Engineers Canada Board.
- (4) The term of office for the positions of Chair, Vice-Chair, and Past Chair of the CEAB shall be for one (1) year.



#### E. Planning

- (1) The CEAB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan ~~and~~ will operate within those plans.
- a) The CEAB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.
- ~~a) b)~~ The CEAB shall maintain a list of its members, including appointment dates and positions. This information shall be used as the basis for development of a volunteer recruitment and succession plan that identifies the desired profiles for new appointments.
- ~~(1) (2)~~ The plans must be submitted annually to the Engineers Canada Board for approval. ~~The number of members on the CEAB shall be based on the anticipated workload as reflected in the work plan.~~

#### 6.9.2 Role of the ~~chair~~ Chair of the CEAB

The Chair of the CEAB is crucial to the success of Engineers Canada. The Chair is directly accountable to the Engineers Canada Board for the achievements of the CEAB.

#### A. Responsibilities

- (1) The Chair works closely with the secretariat and other Engineers Canada staff, and provides leadership to the CEAB in the delivery of valuable services, products, and tools for the ~~engineering~~ ~~R~~Regulators. In addition to the responsibilities required of all Chairs in Policy 6.1, Board Committees and Task Forces, the CEAB Chair is also responsible for:
- a) Chairing their Executive Committee and participating on the Nominating Subcommittee;
- b) ~~Reviewing~~Developing the volunteer ~~and~~ recruitment and succession plans, ~~with support from as developed by~~ the secretariat;
- c) ~~Reviewing~~Developing the budget (~~with support from as developed by~~ the secretariat) and working with the Engineers Canada CEO to deliver on their work plan within the Board-approved ~~budget~~Budget and resource constraints;
- d) Working with the Engineers Canada CEO and the secretariat to develop interim performance assessment reports and the annual performance report for the Engineers Canada Board and the ~~R~~regulators;
- e) Attending meetings of the Engineers Canada Board;
- f) Contributing to the development, implementation, and achievement of Engineers Canada's Strategic Plan;
- g) Being knowledgeable of and working to support the delivery of the work of the CEAB; and,



- h) Ensuring that members behave consistently with ~~in~~ their own rules and those imposed upon ~~them~~ from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

#### B. Competencies

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all committee Chairs in Policy 6.1, Board Committees and Task Forces. In addition, the CEAB Chair must have a demonstrated in-depth knowledge of accreditation, and an understanding of the application of the CEAB's criteria and processes.

### 6.9.3 Process to appoint members to the CEAB

#### A. General requirements

- ~~(1) The CEAB shall produce and maintain a volunteer plan that is used as the basis for the preparation of a recruitment plan.~~
- ~~(2) The CEAB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.~~
- ~~(3) The CEAB shall maintain a table of its members indicating appointment dates and positions. This information shall be used as the basis for development of a recruitment plan that identifies the desired profiles for new appointments.~~
- ~~(4) The recruitment plan shall be made available as a public document.~~

- (1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.
- (2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).
- (3) The procedures outlined below shall be followed in the order they are written.
- (4) All appointments to the CEAB shall be subject to the approval of the Engineers Canada Board.

#### B. Nominating Subcommittee

- (1) The Nominating Subcommittee of the CEAB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.

**Commented [SP3]:** Some of this is covered in 6.9.1.E Planning, and some is not quite contradictory but confusing (eg names of the plans, and concept that plans must be submitted for Board approval – which makes them public – vs statement that recruitment plan is a public document). Suggest removing content here, and including definitions and requirements for the plans in 6.9.1.E Planning.



- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

*C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.
- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

**a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates who they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

**b) Members at large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates it would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.



- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the regulators shall be forwarded to all Regulators where the candidate is licensed and those Regulators shall be asked to identify which of those candidates they would support for the position.

#### A. *Vacancies*

- (1) In the event of a vacancy occurring on the CEAB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, which were compiled during the previous most recent nomination cycles for the position in question.
- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) ~~The In the event of a vacancy, the term of appointment candidate selected to fill the vacancy shall be appointed for the balance of the vacated term an initial term, which shall end on June 30 three (3) or more years after the appointment. In the event that a member is temporarily unable to serve, the term of appointment of the replacement will be for the period of absence of the original member.~~

#### B. *Reappointments*

- (1) When considering whether to recommend the reappointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.
- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they

**Commented [ES4]:** From the Gov. Cttee:

In cases where there is a vacancy for only a year or a few months, it would be highly impractical to replace a member only for the remainder of the previous member's term, since there is so much to learn. Instead, suggest that the individual should be appointed for a new 3-year term (although it would end on the June 30, so it may be more than 3 years out.). Temporary appointments are not practical, so this has been removed.



are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.

- (6) ~~For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s),~~ The Regulator(s) shall be asked to indicate whether it would support the re-appointment of the ~~member-individual~~ to the position. The Regulator does not need to provide any reasons for its decision.
- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service. ~~This message shall include a list of all potential reasons for non-renewal.~~
- (8) If the Regulator supports the re-appointment, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

**Commented [MW5]:** We recommend that additional information is provided to clarify the re-appointment of members at large (MAL). Members at large do not represent a region. When re-appointment is requested, regulators only need to confirm that the MAL continues to be in good standing, not that they support the individual representing them. Since MALs may be licensed in more than one jurisdiction, allowing regulators to state whether or not they support an individual could result in different responses from different regulators, putting the boards into untenable situations.

#### 6.9.4 Process to appoint members to the CEAB Executive Committee

~~(1) The members of the CEAB Executive Committee are the chair, vice-chair, and past chair.~~

~~(2)~~ (1) The Engineers Canada Board shall approve all appointments to the CEAB Executive Committee.

~~(2)~~ (2) Following completion of their terms, ~~the vice-chair~~ Vice-Chair automatically ascends to the position of ~~becomes the chair~~ Chair and ~~the,~~ subject to the approval of the Engineers Canada Board. ~~The chair~~ Chair automatically becomes ~~past chair~~ Past Chair following completion of their term, subject to the approval of the Engineers Canada Board.

##### A. Nominating

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair, ~~and any other vacancies that arise on the Executive Committee.~~
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair ~~and any other vacancies that arise on the Executive Committee.~~
- (3) The chair of the Nominating Subcommittee shall issue an invitation to all members of the CEAB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election shall ~~first confirm support from their home regulator. They must~~ confirm their willingness and ~~provide~~ their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).



- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEAB at least two (2) weeks prior to the date of election.

#### B. Elections

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEAB. Voting may take place using in-person or electronic ballots.

(2) Each member present at the meeting may cast one vote. Proxy votes are not ~~allowed~~ permitted.

(3) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.

~~(2)~~(4) The secretary of the CEAB and the CEQB observer at the meeting (or another neutral party agreed to by the Nominating Subcommittee) shall act as the scrutineers for the election and shall collect and count votes and destroy them after the election.

~~(3)~~(5) For all ballots, the chair of the Nominating Subcommittee (who is the senior director appointee) will cast a second vote and place it in a sealed envelope. The director appointee's second vote shall be counted only in the case of a tied vote. In the event only one candidate is nominated for the position of vice-chair Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by secret ballot, indicating "yea" or "nay".

**Commented [ES6]:** GC feels it's not necessary to specifically call out the duties of the scrutineers, e.g. "to collect and count votes." Also, (8) and (10) set out what is to be done with in-person ballots and reporting totals.

**Commented [ES7]:** Per above, all ballots are secret. No need to state they are placed in sealed envelope.

**Commented [ES8]:** Per above, all ballots are secret ballot

- a) If the majority of the votes cast indicate "yea", that candidate shall be declared elected.
- b) In the event of a tie, the scrutineers shall open the ~~sealed~~ Past Chair's second ballot and use the vote therein.
- c) If the majority of votes indicate "nay", the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
- d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.

(6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.

a) If one candidate receives a majority of the votes, that candidate shall be declared elected.

b) In the event of a tie in the number of votes received, the scrutineers shall open the Past Chair's second vote and use the vote therein.



- (7) In the event of three or more candidates for Vice-Chair, the senior Director appointee and the Past Chair of the CEAB shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
- b) In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.
- c) In the event of a tie in the number of votes received by two or more candidates, as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting, the scrutineers shall first open the Past Chair's sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the senior Director appointee's sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.
- ~~(4) If more than one candidate is nominated for the position of vice chair, the members shall vote and indicate their (one) preferred candidate by secret ballot.~~
- ~~(5) The candidate who receives the greatest number of votes cast shall be declared elected.~~
- ~~(6) In the event of a tie, the candidate with the lowest number of votes shall be dropped from the ballot and the members will vote again. This process is repeated until only two candidates remain. At that stage, in the event of a tie, the scrutineer shall open the sealed ballot and use the vote therein.~~

### **6.9.5 Engineers Canada appointments to the CEAB**

The Engineers Canada Board appoints two Directors to the CEAB to act as "Director appointees". Director appointees serve for a two-year term and are appointed in alternate years to ensure continuity.

#### *A. Responsibilities of the Director appointees*

- (1) The director appointees are the Engineers Canada Board's representatives on the CEAB. They serve a key role in helping the Engineers Canada Board to meet its responsibilities to:

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Section 6: Engineers Canada Board committees and task forces





“hold itself, its Directors and its Direct Reports accountable” (Board responsibility #1)

“provide ongoing and appropriate strategic direction” (Board responsibility #3).

- (2) Director appointees shall attend all meetings of the CEAB.
- (3) Director appointees provide advice and guidance to the CEAB regarding the Strategic Plan, Engineers Canada Board policy, and direction.
- (4) Director appointees provide advice and guidance to the Engineers Canada Board on the work of the CEAB, and the performance of the Chair.
- (5) The senior Director appointee (the Director with the longer term of service on the CEAB) serves as the chair of the Nominating Subcommittee.
- (6) The senior Director appointee shall also attend the meetings of the Policies & Procedures Committee as an observer.

*B. Authority of the Director appointees*

- (1) The ~~D~~irector appointees shall have voting rights on the CEAB and on any subcommittee to which they are appointed.
- (2) Engineers Canada ~~a~~Director appointees may attend meetings of the subcommittees of CEAB as observers. except for the Nominating Committee, where they are voting members.

*C. Restrictions on the Director appointees*

The Chair of the CEAB reports to the Board as a whole. Director appointees have no authority to direct the CEAB.

## 6 Engineers Canada Board committees and Task Forces

### 6.10 Canadian Engineering Qualifications Board (CEQB)

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

*Review period: Annual*

*Date of latest amendment: May 22, 2020 (Motion 5851)*

*Date last reviewed: May 22, 2020*

#### 6.10.1 Terms of reference

The CEQB enhances the Engineers Canada Board's effectiveness and efficiency on matters related to qualifications for, and the practice of, engineering.

##### *A. Purpose/products*

- (1) The CEQB provides services and tools to Regulators through the Engineers Canada Board that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- (2) The CEQB provides research, guidelines, papers, and other guidance related to:
  - a) Admissions;
  - b) Foreign credential recognition;
  - c) The professional practice examination;
  - d) Engineers-in-training;
  - e) Continuing competence and professional development;
  - f) Practice of engineering;
  - g) Sustainability and the environment;
  - h) The code of ethics; and,
  - i) Other issues of national importance as identified by the Regulators.

All work is developed in cooperation with the Regulators as per policy 9.2, *Qualifications Board Guidelines*.

- (3) The CEQB maintains the Syllabus of Examinations for candidates from programs other than CEAB-accredited or -recognized programs. CEAB-recognized programs are those programs located outside of Canada that the CEAB has evaluated and found to be substantially equivalent.

### *B. Authority*

- (1) The CEQB's authority enables it to assist the Engineers Canada Board in its work. In addition to the authority granted through Policy 6.1, *Board Committees and Task Forces*, the CEQB may also:
  - a) Establish Committees and Task Forces to assist in carrying out its work;
  - b) Deal directly with organizations and individuals;
  - c) Approve examination syllabi; and,
  - d) Maintain internal procedures for work such as document development and maintenance, communications, consultations, etc.
- (2) The CEQB has no authority to:
  - a) Change Engineers Canada Board policies;
  - b) Enter into financial agreements; or,
  - c) Spend or commit organization funds, unless such funds are specifically allocated by the Engineers Canada Board.

### *C. Composition*

- (1) The CEQB is composed of the Chair, the Vice-Chair and the Past Chair and shall include one member from each of the following regions:
  - British Columbia
  - Alberta
  - Saskatchewan or Manitoba
  - Ontario
  - Quebec
  - Newfoundland, Prince Edward Island, Nova Scotia, or New Brunswick
 and should include one member from:
  - Yukon, the Northwest Territories, or Nunavut
- (2) The CEQB also includes members-at-large. The total number of members is based on the anticipated future workload.
- (3) Two Directors of the Engineers Canada Board shall be appointed to the CEQB by the Board.
- (4) All members of the CEQB must be licensed engineers in Canada.
- (5) Quorum shall be set at 50% of the members +1.
- (6) The Chair, the Vice-Chair, and the Past Chair constitute the Executive Committee of the CEQB.
- (7) The membership of the CEQB shall ideally be composed of:

- a) 1/3 of its members either currently or formerly employed as a faculty member at a higher education institution; and,
  - b) 2/3 of its members either currently or formerly engaged in the practice of professional engineering as described below.
- (8) For the portion of the membership that is from outside of the field of academia, consideration should be given to candidates having one or more of the following attributes:
  - a) Experience in the technical review of professional engineering work prepared by others;
  - b) Experience in the hiring, supervision, mentorship, or development of engineers-in-training or recently licensed engineers; or,
  - c) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others.
- (9) In the selection of members for the CEQB, consideration is given to appointing individuals who are serving or have served on a board of examiners (or its equivalent) and to maintaining representation from various engineering disciplines.
- (10) In the selection of members for the CEQB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which result in the CEQB:
  - a) including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
  - b) Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.
- (11) The CEQB may invite observers to its meetings, including a member of the CEAB. Observers do not have voting rights.
- (12) The CEQB secretariat, appointed by the CEO, supports the CEQB and its members are non-voting participants in meetings of the CEQB and its subcommittees.

#### *D. Term limits*

- (1) The term of appointment to the CEQB shall be for a period of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for an additional three-year term, for a total of up to six (6) years of total service.
- (2) The foregoing term limits shall not apply to a member who is elected or confirmed, as applicable, to hold office as Vice-Chair, Chair, or Past Chair prior to the expiration of their second term, in which case they may continue until they have finished serving as Past Chair.
- (3) The Engineers Canada Board may, under exceptional circumstances, extend the term of appointment for a member of the CEQB beyond the six-year limit, up to a maximum of nine (9)

years total service on the CEQB. For such an extension to be considered, the rationale must be provided to the Engineers Canada Board.

- (4) The term of office for the positions of Vice-Chair, Chair, and Past Chair of the CEQB shall be for one (1) year.

#### *E. Planning*

- (1) The CEQB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans.
  - a) The CEQB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.
  - b) The CEQB shall maintain a list of its members, including appointment dates and positions. This information shall be used as the basis for the preparation of a volunteer recruitment and succession plan that identifies the desired profiles for new appointments.
- (2) The plans must be submitted annually to the Engineers Canada Board for approval.

### **6.10.2 Role of the Chair of the CEQB**

The Chair of the CEQB is crucial to the success of Engineers Canada. The Chair is directly accountable to the Engineers Canada Board for the achievements of the CEQB.

#### *A. Responsibilities*

- (1) The Chair works closely with the secretariat and other Engineers Canada staff, and provides leadership to the CEQB in the delivery of valuable services, products, and tools for the Regulators. In addition to the responsibilities required of all Chairs in Policy 6.1, *Board Committees and Task Forces*, the CEQB Chair is also responsible for:
  - a) Chairing their Executive Committee and participating on the Nominating Subcommittee;
  - b) Reviewing the volunteer recruitment and succession plans, as developed by the secretariat;
  - c) Reviewing the budget (as developed by the secretariat) and working with the Engineers Canada CEO to deliver on their work plan within the Board-approved Budget and resource constraints;
  - d) Working with the Engineers Canada CEO and the secretariat to develop interim performance assessment reports and the annual performance report for the Engineers Canada Board and the Regulators;
  - e) Attending meetings of the Engineers Canada Board;

- f) Contributing to the development, implementation, and achievement of Engineers Canada's Strategic Plan;
- g) Being knowledgeable of and working to support the delivery of the work of the CEQB; and,
- h) Ensuring that members behave consistently with their own rules and those imposed upon them from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

#### *B. Competencies*

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all Committee Chairs in Policy 6.1, *Board Committees and Task Forces*. In addition, the CEQB Chair should have a demonstrated knowledge of engineering regulation and practice, and an understanding of the application of the CEQB's processes.

### **6.10.3 Process to appoint members to the CEQB**

#### *A. General requirements*

- (1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.
- (2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).
- (3) The procedures outlined below shall be followed in the order they are written.
- (4) All appointments to the CEQB shall be subject to the approval of the Engineers Canada Board.

#### *B. Nominating Subcommittee*

- (1) The Nominating Subcommittee of the CEQB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as Chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.
- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

#### *C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.

- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

**a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates whom they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

**b) Members-at-large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates they would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other, relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed, and those Regulators shall be asked to identify which of those candidates they would support for the position.

#### *D. Vacancies*

- (1) In the event of a vacancy occurring on the CEQB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, that were compiled during the previous most recent nomination cycles for the position in question.
- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) In the event of a vacancy, the candidate selected to fill the vacancy shall be appointed for an initial term, which shall end on June 30 three (3) or more years after the appointment.

#### *E. Re-appointments*

- (1) When considering whether to recommend the re-appointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.
- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all Regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.
- (6) For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s), the Regulator(s) shall be asked to indicate whether it would support the re-appointment of the individual to the representative position. The Regulator does not need to provide any reasons for its decision.



- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service.
- (8) If the Regulator supports the re-appointment, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

#### **6.10.4 Process to appoint members to the CEQB Executive Committee**

- (1) The Engineers Canada Board shall approve all appointments to the CEQB Executive Committee.
- (2) Following completion of their terms, the Vice-Chair becomes the Chair and the Chair becomes Past Chair, subject to the approval of the Engineers Canada Board.

##### *A. Nominating*

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair.
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair.
- (3) The Chair of the Nominating Subcommittee shall issue an invitation to all members of the CEQB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election must confirm their willingness and provide their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).
- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEQB at least two (2) weeks prior to the date of election.

##### *B. Elections*

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEQB. Voting may take place using in-person or electronic ballots.
- (2) Each member present at the meeting may cast one vote. Proxy votes are not permitted.
- (3) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.
- (4) The secretary of the CEQB and the CEAB observer at the meeting (or another neutral party agreed to by the Nominating Subcommittee) shall act as the scrutineers.

- (5) In the event only one candidate is nominated for the position of Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by secret ballot, indicating “yea” or “nay”.
  - a) If the majority of the votes cast indicate “yea”, that candidate shall be declared elected.
  - b) In the event of a tie, the scrutineers shall open the Past Chair’s ballot and use the vote therein.
  - c) If the majority of votes indicate “nay,” the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
  - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
  - a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event of a tie, the scrutineers shall open the Past Chair’s second ballot and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, the senior Director appointee and the Past Chair of the CEQB shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.
  - a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.
  - c) In the event of a tie in the number of votes received by two or more candidates, as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting, the scrutineers shall first open the Past Chair’s sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the senior Director appointee’s sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the Chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.

- (9) The Chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the Chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.

### 6.10.5 Engineers Canada appointments to the CEQB

The Board appoints two Directors to the CEQB to act as “Director appointees”. Director appointees serve for a two-year term and are appointed in alternate years to ensure continuity.

#### *A. Responsibilities of the Director appointees*

- (1) The Director appointees are the Engineers Canada Board’s representatives on the CEQB. They serve a key role in helping the Engineers Canada Board to meet their responsibilities to:
  - “hold itself, its Directors and its Direct Reports accountable” (Board responsibility #1)
  - “provide ongoing and appropriate strategic direction” (Board responsibility #3).
- (2) Director appointees shall attend all meetings of the CEQB.
- (3) Director appointees provide advice and guidance to the CEQB regarding the Strategic Plan, Engineers Canada Board policy, and direction.
- (4) Director appointees provide advice and guidance to the Engineers Canada Board on the work of the CEQB, and the performance of the Chair.
- (5) The senior Director appointee serves as the Chair of the Nominating Subcommittee.

#### *B. Authority of the Director appointees*

- (1) The Director appointees shall have voting rights on the CEQB and on any subcommittee to which they are appointed.
- (2) Engineers Canada Director appointees may attend meetings of the subcommittees of CEQB as observers.

#### *C. Restrictions on the Director appointees*

The Chair of the CEQB reports to the Board as a whole. Director appointees have no authority to direct the CEQB.



## 6 Engineers Canada Board committees and Task Forces

### 6.10 Canadian Engineering Qualifications Board (CEQB)

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

*Review period: Annual*

*Date of latest amendment: May 22, 2020 (Motion 5851)*

*Date last reviewed: May 22, 2020*

#### 6.10.1 Terms of reference

The CEQB enhances the Engineers Canada Board's effectiveness and efficiency on matters related to qualifications for, and the practice of, engineering.

##### A. *Purpose/products*

- (1) The CEQB provides services and tools to Regulators through the Engineers Canada Board that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- (2) The CEQB provides research, guidelines, papers, and other guidance related to:
  - a) Admissions;
  - b) Foreign credential recognition;
  - c) The professional practice examination;
  - d) Engineers-in-training;
  - e) Continuing competence and professional development;
  - f) Practice of engineering;
  - g) Sustainability and the environment;
  - h) The code of ethics; and,
  - i) Other issues of national importance as identified by the Regulators.

All work is developed in cooperation with the Regulators as per policy 9.2, [Qualifications Board Guidelines](#).

- (3) The CEQB maintains the Syllabus of Examinations for candidates from programs other than CEAB-accredited or -recognized programs. CEAB-recognized programs are those programs located outside of Canada that the CEAB has evaluated and found to be substantially equivalent.



## B. Authority

- (1) The CEQB's authority enables it to assist the Engineers Canada Board in its work. In addition to the authority granted through Policy 6.1, Board Committees and Task Forces, the CEQB may also:
  - a) Establish Committees and Task Forces to assist in carrying out its work;
  - b) Deal directly with organizations and individuals;
  - c) Approve examination syllabi; and,
  - d) Maintain internal procedures for work such as document development and maintenance, communications, consultations, etc.
- (2) The CEQB has no authority to:
  - a) Change Engineers Canada Board policies;
  - b) Enter into financial agreements; or,
  - c) Spend or commit organization funds, unless such funds are specifically allocated by the Engineers Canada Board.

## C. Composition

- (1) The CEQB is composed of the Chair, the Vice-Chair and the Past Chair. ~~In addition the CEQB and~~ shall include one member from each of the following regions:
  - ~~British Columbia or the Yukon~~
  - ~~Alberta, the Northwest Territories, or Nunavut~~
  - Saskatchewan or Manitoba
  - Ontario
  - Quebec
  - Newfoundland, Prince Edward Island, Nova Scotia, or New Brunswick

and should include one member from:

  - Yukon, the Northwest Territories, or Nunavut
- (2) The CEQB also includes members-at-large. The total number of members is subject to the current based on the ~~and~~ anticipated future workload ~~as articulated the work plan.~~
- (3) Two Directors of the Engineers Canada Board shall be appointed to the CEQB by the Board.
- (4) All members of the CEQB must be licensed engineers in Canada.
- (5) Quorum shall be set at 50% of the members +1.
- (6) The Chair, the Vice-Chair, and the Past Chair constitute the Executive Committee of the CEQB.

**Commented [ES1]:** Comments from Gov. Cttee:

The committee believes that there should be a separate category where one member of the QB is selected from Yukon, NWT or Nunavut, to the extent it's possible to do so. Because it may not be possible in every instance to find a qualified individual from these regions, permissive language (should) is intentionally used here.



- (7) The membership of the CEQB shall ideally be composed of:
- a) 1/3 of its members either currently or formerly employed as a faculty member at a higher education institution; and
  - b) 2/3 of its members either currently or formerly engaged in the practice of professional engineering as described below.
- (8) For the portion of the membership that is from outside of the field of academia, consideration should be given to candidates having one or more of the following attributes:
- a) Experience in the technical review of professional engineering work prepared by others;
  - b) Experience in the hiring, supervision, mentorship, or development of engineers-in-training or recently licensed engineers; or,
  - c) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others.
- (9) In the selection of members for the CEQB, consideration is given to appointing individuals who are serving or have served on a board of examiners (or its equivalent) and to maintaining representation from various engineering disciplines.

(10) In the selection of members for the CEQB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which result in the CEQB:

- a) including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
- b) Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.

~~(10) The CEQB may invite observers to its meetings, including a~~

(11) A member of the CEAB ~~may be appointed as a non-voting participant to the CEQB. In addition, the CEQB may invite observers to its meetings. Observers do not have voting rights.~~

(12) The CEQB secretariat ~~is~~, appointed by the CEO. ~~The secretary,~~ supports the CEQB and ~~is a its~~ members are non-voting participants in meetings of the CEQB and its subcommittees.

#### *D. Term limits*

- (1) The term of appointment to the CEQB shall be for a period of three (3) years. Members may, subject to the approval of the Engineers Canada Board, be reappointed for an additional three-year term, for a total of up to six (6) years of total service.

**Commented [ES2]:** Because the Gov. Cttee is recommending rescinding policy 8.2 (EDI), we have pulled parts from that policy and included them here since the cttee agreed that this would be one place where we should implement our diversity and inclusion goals

**Commented [ES3R2]:** From QB: We support this recommendation, with thanks, and hope that this will make a difference. Please note that the boards already include similar text in their calls to regulators.



- (2) The foregoing term limits shall not apply to a member who is elected or confirmed, as applicable, to hold office as Vice-Chair, Chair, or Past Chair prior to the expiration of their second term, in which case they may continue until they have finished serving as Past Chair.
- (3) The Engineers Canada Board may, under exceptional circumstances, extend the term of appointment for a member of the CEQB beyond the six-year limit, up to a maximum of nine (9) years total service on the ~~committee~~CEQB. For such an extension to be considered, the rationale must be provided to the Engineers Canada Board.
- (4) The term of office for the positions of Vice-Chair, Chair, and Past Chair of the CEQB shall be for one (1) year.

#### E. Planning

- (1) The CEQB is responsible for the preparation of a work plan and a volunteer recruitment and succession plan and will operate within those plans.
  - a) The CEQB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.
  - ~~a)b)~~ The CEQB shall maintain a list of its members, including appointment dates and positions. This information shall be used as the basis for the preparation of a volunteer recruitment and succession plan that identifies the desired profiles for new appointments.
- (2) The plans must be submitted annually to the Engineers Canada Board for approval.
- ~~(3) The number of members on the CEQB shall be based on the anticipated workload as reflected in the work plan.~~

#### 6.10.2-Role of the ~~chair~~Chair of the CEQB

The Chair of the CEQB is crucial to the success of Engineers Canada. ~~They are~~The Chair is directly accountable to the Engineers Canada Board for the achievements of the CEQB.

#### A. Responsibilities

- (1) The ~~chair~~Chair works closely with the secretariat and other Engineers Canada staff, and provides leadership to the CEQB in the delivery of valuable services, products, and tools for the ~~engineering regulators~~Regulators. In addition to the responsibilities required of all Chairs in Policy 6.1, Board Committees and Task Forces, the CEQB Chair is also responsible for:
  - a) Chairing their Executive Committee and participating on the Nominating Subcommittee;
  - b) ~~Reviewing~~Developing the volunteer ~~and~~ recruitment and succession plans, ~~with support from~~as developed by the secretariat;



- c) ~~Reviewing~~Developing the budget (~~with support from~~as developed by the secretariat) and working with the Engineers Canada CEO to deliver on their work plan within the Board-approved ~~budget~~Budget and resource constraints;
- d) Working with the Engineers Canada CEO and the secretariat to develop interim performance assessment reports and the annual performance report for the Engineers Canada Board and the ~~regulators~~Regulators;
- e) Attending meetings of the Engineers Canada Board;
- f) Contributing to the development, implementation, and achievement of Engineers Canada's Strategic Plan;
- g) Being knowledgeable of and working to support the delivery of the work of the CEQB; and,
- h) Ensuring that members behave consistently with~~in~~ their own rules and those imposed upon ~~them~~ from the Engineers Canada Board including endeavoring to establish consensus on issues and objectives while maintaining a national perspective.

#### B. Competencies

To deliver on these responsibilities, the Chair should demonstrate the skills, knowledge, and abilities defined for all Committee Chairs in Policy 6.1, Board Committees and Task Forces. In addition, the CEQB Chair should have a demonstrated knowledge of engineering regulation and practice, and an understanding of the application of the CEQB's processes.

### 6.10.3 Process to appoint members to the CEQB

#### A. General requirements

- (1) ~~The CEQB shall produce and maintain a volunteer plan that is used as the basis for the preparation of a recruitment plan.~~
- (2) ~~The CEQB shall produce and maintain a work plan that includes a list of the ongoing work and identifies the volunteer resources needed to accomplish the work.~~
- (3) ~~The CEQB shall maintain a table of their members indicating appointment dates and positions. This information shall be used as the basis for the preparation of a recruitment plan that identifies the desired profiles for new appointments.~~
- (4) ~~The recruitment plan shall be made available as a public document.~~

~~(5)~~(1) The Nominating Subcommittee shall ensure that Regulators have sufficient time to process potential candidate requests within their own jurisdictional policies and procedures.

**Commented [SP4]:** Some of this is covered in 6.10.1.E Planning, and some is not quite contradictory but confusing (eg names of the plans, and concept that plans must be submitted for Board approval – which makes them public – vs statement that recruitment plan is a public document). Suggest removing content here and including definitions and requirements for the plans in 6.10.1.E Planning.





~~(6)~~(2) The Nominating Subcommittee shall not consider, nor recommend to the Engineers Canada Board, any candidates who do not receive the support of their Regulator(s).

~~(7)~~(3) The procedures outlined below shall be followed in the order they are written.

~~(8)~~(4) All appointments to the CEQB shall be subject to the approval of the Engineers Canada Board.

#### *B. Nominating Subcommittee*

- (1) The Nominating Subcommittee of the CEQB shall consist of the Chair, Past Chair, and the two Director appointees. The senior Director appointee shall serve as Chair of the Nominating Subcommittee.
- (2) The Director appointees shall have voting privileges on the Nominating Subcommittee. All candidates must receive majority support of Nominating Subcommittee. Any tied vote of the Nominating Subcommittee is a failed motion.
- (3) All information considered by the Nominating Subcommittee shall be kept confidential.

#### *C. New appointments and vacancies*

- (1) The Nominating Subcommittee must always select from amongst the candidates approved by the Regulators, the candidate who, in the Nominating Subcommittee's opinion, would best fit the desired profile.
- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies

(5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:

##### **a) Members from the regions**

- i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates whom they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.



**b) Members-at-large**

- i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
- ii. Each Regulator shall be invited to submit the names of candidates they would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other, relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed, and those Regulators shall be asked to identify which of those candidates they would support for the position.

**Commented [RM5]:** In recently running this process, it was immediately clear to the NC that several applicants did not meet the criteria expressed in the call for expressions of interest. I'd suggest changing the language here to "all feasible candidates" or something similar. This will save both the regulator and the NC time during the nomination process.

**D. Vacancies**

- (1) In the event of a vacancy occurring on the CEQB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided by the Regulators and from those candidates who have received confirmation of support from their Regulators, that were compiled during the previous most recent nomination cycles for the position in question.
- (2) Where no list of previous candidates who have received the support of their Regulator exists for the vacated position, the Nominating Subcommittee shall follow the procedure for new appointments.
- (3) ~~The In the event of a vacancy, the term of appointment candidate selected to fill the vacancy shall be appointed for the balance of the vacated term an initial term, which shall end on June 30 three (3) or more years after the appointment. In the event that a member is temporarily unable to serve, the term of appointment of the replacement will be for the period of absence of the original member.~~

**Commented [ES6]:** From the Gov. Cttee:

In cases where there is a vacancy for only a year or a few months, it would be highly impractical to replace a member only for the remainder of the previous member's term, since there is so much to learn. Instead, suggest that the individual should be appointed for a new 3-year term (although it would end on the June 30, so it may be more than 3 years out.). Temporary appointments are not practical, so this has been removed.

**E. Re-appointments**

- (1) When considering whether to recommend the re-appointment of a current member for an additional term, the Nominating Subcommittee shall base its decision on the needs identified in the volunteer recruitment and succession plan, including the desired profile and the past performance of the member.



- (2) The secretariat shall contact all members who are eligible for re-appointment to ask if they are willing to serve for another term, if selected. This message shall explain the process for re-appointment and clearly state that members may or may not be renewed based on many considerations as outlined in the process.
- (3) The secretariat shall forward to the Nominating Subcommittee the names of all members who are interested in standing for re-appointment.
- (4) The Nominating Subcommittee shall consider the performance of each member interested in re-appointment against the profile established in the volunteer recruitment and succession plan and decide if the re-appointment is justified.
- (5) The Nominating Subcommittee shall distribute to all Regulators, annually, a list of the members licensed in their jurisdiction, and their current term. For those members whose terms are expiring and who are eligible for re-appointment, the Nominating Subcommittee shall also indicate if they are willing to serve and if the Nominating Subcommittee recommends re-appointment based on past performance.
- (6) For members-at-large, all Regulators where the individual is licensed shall be asked to confirm their good standing. For members from the region(s), the Regulator(s) shall be asked to indicate whether it would support the re-appointment of the member individual to the representative position. The Regulator does not need to provide any reasons for its decision.
- (7) If Regulator support is not forthcoming, the member shall be informed that their term shall end without renewal and they shall be thanked for their service. This message shall include a list of all potential reasons for non-renewal.
- (8) If the Regulator supports the re-appointment, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

**Commented [ES7]:** Additional information provided to clarify the re-appointment of members at large (MAL):

Members at large do not represent a region. When re-appointment is requested, regulators only need to confirm that the MAL continues to be in good standing, not that they support the individual representing them. Since MALs may be licensed in more than one jurisdiction, allowing regulators to state whether or not they support an individual could result in different responses from different regulators, putting the boards into untenable situations.

#### 6.10.4 Process to appoint members to the CEQB Executive Committee

- ~~(1) The members of the CEQB Executive Committee are the chair, vice chair, and past chair.~~
- ~~(2)~~ (1) The Engineers Canada Board shall approve all appointments to the CEQB Executive Committee.
- ~~(3)~~ (2) Following completion of their terms, the vice chair/Vice-Chair automatically ascends to the position of becomes the chair/Chair, subject to the approval of the Engineers Canada Board. T and the chair/Chair automatically becomes past chair/Past Chair following completion of their term, subject to the approval of the Engineers Canada Board.



#### A. *Nominating*

- (1) The Nominating Subcommittee shall be responsible for conducting the nominations and elections process for the position of Vice-Chair ~~and any other vacancies that arise on the Executive Committee.~~
- (2) The Nominating Subcommittee shall, wherever possible, seek more than one candidate for the position of Vice-Chair, ~~and any other vacancies that arise on the Executive Committee.~~
- (3) The Chair of the Nominating Subcommittee shall issue an invitation to all members of the CEQB to declare their willingness to be considered for election to position of Vice-Chair, not less than two (2) months prior to the date of elections.
- (4) Members willing to stand for election ~~shall first confirm support from their home regulator. They~~ must confirm their willingness and provide their Regulator's support in writing to the Nominating Subcommittee, not less than one (1) month prior to the date of election.
- (5) Where no declarations of willingness are received, the Nominating Subcommittee shall determine how to fill the position(s).
- (6) The names of all candidates for the position of Vice-Chair shall be distributed to the members of the CEQB at least two (2) weeks prior to the date of election.

#### B. *Elections*

- (1) Elections to the position of Vice-Chair shall be determined by secret ballot voting by the members of the CEQB. Voting may take place using in-person or electronic ballots.
- (2) Each member present at the meeting may cast one vote. Proxy votes are not ~~allowed~~ permitted.
- ~~(3) Any spoiled ballots will be discarded, and any ballots cast after the election has closed will not be counted.~~
- ~~(3)(4)~~ (4) The secretary of the CEQB and the CEAB observer at the meeting (or another neutral party agreed to by the Nominating Subcommittee) shall act as the scrutineers ~~and shall collect and count votes and destroy them after the election.~~
- ~~(4) For all ballots, the chair of the Nominating Subcommittee (who is the senior director appointee) will cast a second vote and place it in a sealed envelope. The director appointee's second vote shall be counted only in the case of a tied vote.~~
- (5) ~~If only~~ In the event only one candidate is nominated for the position of ~~V~~ice-~~C~~hair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by secret ballot, indicating "yea" or "nay".
  - a) If the majority of the votes cast indicate "yea", that candidate shall be declared elected.



- b) In the event of a tie, the scrutineers shall open the ~~sealed~~ Past Chair's ballot and use the vote therein.
  - c) If the majority of votes indicate "nay," the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
  - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event of a tie, the scrutineers shall open the Past Chair's second ballot and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, the senior Director appointee and the Past Chair of the CEQB shall each cast a second vote for all but one of the candidates and place the votes in sealed envelopes.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
  - b) In the event no candidate is elected on the first ballot, the candidate receiving the lowest number of votes shall be removed from the slate and new ballots will be successively presented until one candidate receives a majority of the votes.
  - c) In the event of a tie in the number of votes received by two or more candidates, as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting, the scrutineers shall first open the Past Chair's sealed envelope and use the votes therein. If one candidate can still not be removed from the next round, the scrutineers shall open the senior Director appointee's sealed envelope and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the Chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The Chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the Chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.



- ~~(6) If more than one candidate is nominated for the position of vice chair, the members shall vote and indicate their (one) preferred candidate by secret ballot.~~
- ~~(7) The candidate who receives the greatest number of votes cast shall be declared elected.~~
- ~~(8) In the event of a tie, the candidate with the lowest number of votes shall be dropped from the ballot and the members will vote again. This process is repeated until only two candidates remain. At that stage, in the event of a tie the scrutineer shall open the sealed ballot and use the vote therein.~~

#### **6.10.5- Engineers Canada appointments to the CEQB**

The Board appoints two Directors to the CEQB to act as "Director appointees". Director appointees serve for a two-year term and are appointed in alternate years to ensure continuity.

##### *A. Responsibilities of the Director appointees*

- (1) The Director appointees are the Engineers Canada Board's representatives on the CEQB. They serve a key role in helping the Engineers Canada Board to meet their responsibilities to:
  - "hold itself, its Directors and its Direct Reports accountable" (Board responsibility #1)
  - "provide ongoing and appropriate strategic direction" (Board responsibility #3).
- (2) Director appointees shall attend all meetings of the CEQB.
- (3) Director appointees provide advice and guidance to the CEQB regarding the Strategic Plan, Engineers Canada Board policy, and direction.
- (4) Director appointees provide advice and guidance to the Engineers Canada Board on the work of the CEQB, and the performance of the Chair.
- (5) The senior Director appointee serves as the Chair of the Nominating Subcommittee.

##### *B. Authority of the Director appointees*

- (1) The Director appointees shall have voting rights on the CEQB and on any subcommittee to which they are appointed.
- (2) Engineers Canada Director appointees may attend meetings of the subcommittees of CEQB as observers.

##### *C. Restrictions on the Director appointees*

The Chair of the CEQB reports to the Board as a whole. Director appointees have no authority to direct the CEQB.

## 8. Issues policies

### 8.2 Diversity and inclusion policy

*Date of adoption: May 25, 2018 (Motion 5701)*

*Date of latest amendment: May 22, 2020 (Motion 5851)*

*Review period: Annual*

*Date last reviewed: May 22, 2020*

Engineers Canada believes in diversity and values the benefits that diversity can bring to the engineering profession. Engineers Canada recognizes the critical importance of a diverse engineering profession with an inclusive climate for the future of the engineering profession. Engineers Canada supports and encourages the equitable opportunity for all qualified people to participate within the engineering profession.

1. Engineers Canada will promulgate and implement programs designed to advance the profession by promoting a diverse and inclusive climate in the profession.
2. Engineers Canada's programs regarding diversity and inclusion have to focus on greater participation of women and Indigenous people in the engineering profession.
3. Engineers Canada recognizes the strategic and critical importance of a diverse Board and diverse leadership. Engineers Canada is committed to diversity of the Engineers Canada Board, its committees, and their leadership, with an inclusive culture, which solicit multiple perspectives and views and are free of conscious or unconscious bias and discrimination.
4. Engineers Canada seeks to maintain a Board and Board committees comprised of talented and dedicated directors with a diverse mix of gender, Indigenous status, expertise, experience, skills and backgrounds from a diversity of Canadian locations. In particular, the Board and Board committees will strive to include at least 30% women. A long-term goal would be a female/male split representative of the Canadian population.
5. Engineers Canada will deliver ongoing information, training, and resource support to help the Board, the CEAB, the CEQB, other committees, volunteers, and staff to develop capacity to address diversity and inclusion issues in their work.
6. Engineers Canada will provide guidance to staff and volunteers about their roles in implementing this policy and in developing ways to incorporate specific, measurable diversity provisions in their work.

## Appendix 2

### Incorporating EDI into the Engineers Canada Board Policy Manual

Current EDI reference (Policy 8.2)	Principle being incorporated into:
<p>Engineers Canada believes in diversity and values the benefits that diversity can bring to the engineering profession. Engineers Canada recognizes the critical importance of a diverse engineering profession with an inclusive climate for the future of the engineering profession. Engineers Canada supports and encourages the equitable opportunity for all qualified people to participate within the engineering profession.</p>	<p>Policy 1.2 (4)(a) and (b), as:</p> <ul style="list-style-type: none"> <li>a) <u>Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the engineering profession.</u></li> <li>b) <u>Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.</u></li> </ul>
<p>1. Engineers Canada will promulgate and implement programs designed to advance the profession by promoting a diverse and inclusive climate in the profession.</p>	<p>Policy 1.2 (4)(c), as:</p> <ul style="list-style-type: none"> <li>c) <u>Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.</u></li> </ul>
<p>2. Engineers Canada's programs regarding diversity and inclusion have to focus on greater participation of women and Indigenous people in the engineering profession.</p>	<p><i>For future consideration, to be included in policy 4.8, Board Competency Profile as:</i></p> <p><u>Engineers Canada strives for a Board comprised of talented and dedicated Directors with a diverse mix of gender, Indigenous status, expertise, experience, skills and backgrounds from a diversity of Canadian locations.</u></p>
<p>3. Engineers Canada recognizes the strategic and critical importance of a diverse Board and diverse leadership. Engineers Canada is committed to diversity of the Engineers Canada Board, its committees, and their leadership, with an inclusive culture, which solicit multiple perspectives and views and are free of conscious or unconscious bias and discrimination.</p>	<p><i>For future consideration, to be included in policy 4.8, Board Competency Profile (B) as:</i></p> <p><i>B. Demographic preferences</i></p> <p><u>The Board recognizes the strategic and critical importance of diversity and is committed fostering an inclusive culture, which solicits multiple perspectives and views, free of conscious or unconscious bias and discrimination.</u></p> <p>....</p> <p>+ Demographic preferences to be further expanded</p>



Current EDI reference (Policy 8.2)	Principle being incorporated into:
<p>4. Engineers Canada seeks to maintain a Board and Board committees comprised of talented and dedicated Directors with a diverse mix of gender, Indigenous status, expertise, experience, skills and backgrounds from a diversity of Canadian locations. In particular, the Board and Board committees will strive to include at least 30% women. A long-term goal would be a female/male split representative of the Canadian population.</p>	<p>In the “Composition” section of Policies 6.1, 6.9, 6.10.</p> <p>See below* for specific references.</p>
<p>5. Engineers Canada will deliver ongoing information, training, and resource support to help the Board, the CEAB, the CEQB, other committees, volunteers, and staff to develop capacity to address diversity and inclusion issues in their work.</p>	<p>Policy 1.2 (4)(e), as:</p> <p><u>Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address diversity and inclusion in their work.</u></p>
<p>6. Engineers Canada will provide guidance to staff and volunteers about their roles in implementing this policy and in developing ways to incorporate specific, measurable diversity provisions in their work.</p>	<p>Policy 1.2 (4)(e)(i), as:</p> <p><u>Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.</u></p>
<p>[NEW]</p>	<p>Policy 1.2 (4)(d), as:</p> <p><u>Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.</u></p>

**\* Revising references to Policy 8.2 (Diversity and Inclusion) in the Board Policy Manual**

Policy 6.1, Board Committees and Task Forces – *approved February 2021*

6.1.1(6) - **WAS:** In the selection of committee and task force members, every reasonable effort shall be made to achieve a membership that reflects the diversity objectives established in **Policy 8.2** of the Board.

**Revised to:** In the selection of committee and task force members, every reasonable effort shall be made to achieve a diverse membership, reflective of the Canadian population.

Policy 6.9, CEAB – *for approval May 2021*

6.9.1.C(9) - **WAS:** In the selection of members for the CEAB, every reasonable effort shall be made to achieve a membership that reflects the diversity objectives as established by **Policy 8.2** of the Engineers Canada Board.

**Revised to:** In the selection of members for the CEAB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEAB:

- a. Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
- b. Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.

Policy 6.10, CEQB – *for approval May 2021*

6.10.1.C(9) - **WAS:** In the selection of members for the CEQB, every reasonable effort shall be made to achieve a membership that reflects the diversity objectives as established by **Policy 8.2** of the Engineers Canada Board.

**Revised to:** In the selection of members for the CEQB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEQB:

- a. Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
- b. Including perspectives from Indigenous, Black, people of colour, and internationally trained engineers.

## BRIEFING NOTE: For decision

### 50-30 Challenge

4.3

Purpose:	To approve Engineers Canada's participation in the federal government's 50-30 Challenge
Link to the Strategic Plan:	Operational Imperative 9 (OP9): Promote diversity and inclusion in the profession that reflects Canadian society Strategic Priority 3 (SP3): Recruitment, retention, and the professional development of women in the engineering profession
Motion to consider:	<i>THAT the Board approve Engineers Canada's participation in the federal government's 50-30 Challenge, on recommendation of the 30 by 30 Champion.</i>
Vote required to pass:	Two-thirds majority
Transparency:	Open session
Prepared by:	Cassandra Polyzou, Manager, Diversity, Equity, and Inclusion Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships
Presented by:	Justin Dunn, Director from PEI, 30 by 30 Board Champion Dawn Nedohin-Macek, Director from Manitoba

### Problem/issue definition

- In October 2020, the Minister of Innovation, Science and Industry, launched the federal government's "50-30 Challenge". The objective of the challenge is to advance diversity and inclusion with the aim of improving the underrepresentation on corporate boards and in senior management of women and underrepresented groups, over time.
- The 50-30 Challenge asks participating organizations to voluntarily take action and make two commitments, towards which they will report regularly on progress:
  1. Gender parity ("50 per cent") on boards and in senior management; and
  2. Significant representation ("30 per cent") on boards and in senior management of other underrepresented groups, including racialized Canadians, Indigenous people, people with disabilities, and members of LGBTQ2+ communities.
- Since the October 2020 launch, the federal government has committed \$33 million over 3 years for the initiative. This funding will assist diversity-serving organizations to support private and public sector organizations – including small and medium-sized businesses, not-for-profits and academic institutions – with the development of tools to help them achieve the program's goals. These tools could include assistance with developing diversity strategies, the creation of mentorship and training opportunities and an online toolkit and resources that would be available to businesses and organizations across the country.

### Proposed action/recommendation

- It is recommended that Engineers Canada commit to participating in the 50-30 Challenge.
- Engineers Canada is already working towards achieving gender parity on its Board and many of the senior management roles in the organization are currently occupied by women. We are working hard to raise awareness of diversity, equity, and inclusion (DEI) amongst staff, the Board, and Regulators through training and sharing of resources. However, there is a need for greater strategic emphasis and process for the work we are doing, as well as a dedicated focus on diversity groups. This Challenge would help Engineers Canada to direct and structure its work towards a target that would have a significant impact.

## Other options considered

- Engineers Canada could choose not to commit to the 50-30 Challenge.

## Risks

- If Engineers Canada chooses not to commit to the 50-30 Challenge:
  - It may invite reputational risk, as other engineering stakeholders become participating organizations (currently, there are close to 700 participating organizations in total);
  - It could potentially undermine our diversity, equity, and inclusion (DEI) advocacy to the federal government; and,
  - It could impact our government relations work as we advocate for DEI in engineering.
- If Engineers Canada does commit to the challenge, the following risks may apply:
  - There is an unknown level of interest and buy-in from Regulators; and,
  - Achieving 30 per cent racialized Canadians, Indigenous people, people with disabilities, and members of LGBTQ2+ communities on the Board and senior management may be a challenge.

## Financial implications

- Currently, there is no indication that there are costs to the participating organizations, however, in order to achieve the 50-30 goal, resources will need to be allocated to support targeted DEI practices.
- Although an action plan or suggested tactics have not been provided by the 50-30 Challenge organizers, solutions and toolkits are being developed and will be provided by the federal department to support “participating businesses to help them achieve their targets.” Engineers Canada will gain access to these supports if we decide to join the Challenge.
- Given our current understanding of DEI practices we can estimate the cost of services that would advance our organization towards the proposed actions listed above. The financial implications over the next 2-4 years may include:
  - Hiring a DEI consultant to assess and assist in the development of DEI practices, policies, and programs (\$7,000 - \$10,000)
  - DEI training program (\$ = TBD, depending on frequency and number of participants)

## Benefits

- To the Engineering Regulators:
  - Creating a link between 30 by 30 Champions and the 50-30 Challenge will give us access to toolkits and solutions for tracking DEI efforts.
  - Regular updates on the 50-30 Challenge program will be included in the monthly 30 by 30 updates.
- To the engineering profession:
  - Connecting national DEI efforts to federal government network of companies, associations, and institutions will give us access to best practices outside the engineering profession.
- To others (public, government, higher education institutions, individual engineers, etc.):
  - Improvements to inclusion and support for the career development of women and underrepresented groups in the engineering profession.
- In addition, the 50-30 Challenge aligns with Engineers Canada’s strategies (OP9 and SP3) and specifically on the goal of achieving gender parity on the Board of Directors (SP3: Professional development action plan “50% of Engineers Canada Board are women by 2025”). Benefits of adding the 50-30 Challenge to our DEI portfolio include:
  - The 50-30 Challenge aligns and strengthens existing strategies OP9 and SP3 and proposed priority for 2022-24;
  - It strengthens our visibility and credibility as a leader in DEI in engineering in Canada as we join a network of employers and associations;

- It strengthens relationships and partnership opportunities with federal government; and,
  - It connects federal advances in equity, diversity, and inclusion (DEI) to 30 by 30 employers.
- As we grow the engagement of engineering employers in the 30 by 30 goal and lead joint thought leadership on addressing culture change in engineering, Engineers Canada needs to ensure we are 'walking the walk' and making our own commitments as an organization. Joining the 50-30 Challenge improves our visibility as a leader in DEI within and outside the engineering profession and builds our national credibility.

### **Consultation**

- Engineers Canada's senior leadership team was consulted and were supportive of the initiative.

### **Next steps (if motion approved)**

- Engineers Canada signs up to the [50-30 Challenge](#).
- Engineers Canada launches 50-30 Challenge through communications channels in conjunction with 30 by 30 virtual conference in June 2021.
- Manager, DEI to address 50-30 Challenge criteria in AOP 2022 and budget 2022.
- CEO to present to the Board on progress with the 50-30 Challenge in May 2022.

### **Appendices**

- None.

## BRIEFING NOTE: For information

CEAB annual report and update on EDC concerns		5.1
Purpose:	To update the Board on the status of the work of the CEAB	
Link to the Strategic Plan:	Operational Imperative 1: Accrediting Undergraduate Engineering Education Programs Strategic Priority 2: Accountability in Accreditation	
Prepared by:	Mya Warken, Manager, Accreditation	
Presented by:	Bob Dony, Chair, CEAB	

### Background

- The Canadian Engineering Accreditation Board ([CEAB](#)) produces information needed for the Board to make decisions on matters relating to engineering education both in Canada and in other countries. The CEAB performs assessments of academic engineering programs to determine if they meet [accreditation criteria](#) approved by the Board. It grants accreditation to those programs that meet the criteria.

### Work plan status update

The CEAB is reporting on the delivery of its 2020 workplan and the first six months of its 2021 workplan:

#### Ongoing work of accreditation

- At their June 2020 meeting, the CEAB made accreditation decisions regarding 50 programs at twelve (12) institutions.
- Due to ongoing restrictions related to the pandemic and with the approval of the Board, the CEAB [deferred the 2020/2021 accreditation visit cycle and granted one-year accreditation cycle extensions to all programs](#). Visits to new programs (those graduating their first cohort of students in 2021) went ahead in a virtual format.
- Virtual visits to four new programs (one (1) from the 2019/2020 cycle and three (3) from the 2020/2021 cycle) concluded in March and accreditation decisions will be made in June 2021.
- The 2021/2022 accreditation cycle will occur virtually. This decision provides the benefit of certainty for all of those involved in the accreditation visit process.
- CEAB members regularly share information about CEAB activities to the Regulator councils, to the CEO Group, to the National Admissions Officials Group, to the CEQB, to the [Canadian Federation of Engineering Students \(CFES\)](#), and to [Engineering Deans Canada \(EDC\)](#).
- The CEAB has continued to have a presence at the regional Graduate Attribute/Continual Improvement meetings organized by institutions across the country.
- In June, the Accreditation Board Vice-Chair and secretariat staff will present an accreditation workshop at the [Canadian Engineering Education Association's \(CEEAA\)](#) annual conference.
- Highlights of these events and activities are regularly shared in the Engineers Canada CEO weekly updates to Engineers Canada Directors and Regulator CEOs, and in the monthly *Accreditation Matters* newsletter.

#### International monitoring

- The CEAB Chair took part in the (virtual) [International Engineering Alliance \(IEA\)](#) meetings in June 2020. The Chair will also take part in the 2021 IEA meetings in June, as part of the Engineers Canada delegation.
- The CEAB Chair presented (by invitation) at the [ICACIT](#) 2021 Evaluators Update Program on 'Engineers Canada Accreditation Model and Good Practices in Evaluation'.
- The CEAB Vice-Chair took part in the (virtual) [2021 ABET Symposium](#) in April.
- Due to the pandemic, Engineers Canada's [Washington Accord](#) monitoring visit was deferred from 2020 to 2021. The CEAB and secretariat staff are preparing to virtually host the monitoring team who will observe the accreditation visits to the University of Ottawa (November 7-9) and Université de Moncton (November 14-16).

### Criteria and procedures

With the deferral of most CEAB accreditation visits in the 2020/2021 cycle, the CEAB shifted its focus to priority workplan items. This led to the creation of several working groups and a task force with specific mandates:

- The CEAB working group to respond to the Engineers Canada's 30 by 30 initiative was tasked with developing appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative. Initial recommendations were presented at the February 2021 CEAB meeting. Their final report will be presented at the June meeting.
- The CEAB working group to review the Policies and Procedures Committee's Terms of Reference was struck to address the 2018 Engineers Canada Nominations Task Force recommendations. The group is considering the composition and representation requirements, the transparency of the process for member selection, and the authority and accountability of the committee. Their early thinking was presented at the February 2021 meeting and their final recommendations will be presented in September.
- The CEAB required visit materials working group has conducted a holistic review of all documentation submitted by a program to the visiting team. This work responds to feedback from higher education institutions (HEIs) (who note the significant work effort to collect and present the materials) and visiting team members (who require information to adequately assess the curriculum content and quality). [Consultation on the group's report opened April 6 and will close June 4](#). Final recommendations will be presented in September.

In addition, the following work plan items are well in-hand:

- The consultation on a proposed new [definition of Engineering Design](#) and accompanying interpretive statement took place in Fall 2020. Final recommendations will be presented in June.
- The consultation on a proposed amendment to the *Interpretive statement on licensure expectations and requirements* took place in the fall. Final recommendations will be presented in June.
- The Policies and Procedures Committee met with EDC's Deans Liaison Committee in October 2020 and March 2021.

In response to the ongoing COVID-19 pandemic, the CEAB:

- Struck a task force on virtual visits with a mandate to develop the [Guide for the Virtual Evaluation of an Engineering Program](#) which provides information to HEIs and visiting team members preparing for their virtual visits. This guide supported the 2020/2021 virtual visits and will be updated for the 2021/2022 visit cycle. The task force's final report will be presented in June.
- Struck the working group on student learning experiences in the age of COVID-19 to study how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria. The report was discussed at the February 2021 meeting and the Policies and Procedures Committee will now consider the report's findings as part of their 2021 workplan and beyond.
- Issued [five statements](#) to keep stakeholders apprised of how the pandemic situation has impacted the accreditation the accreditation system. The most recent statement was published February 18, considering our better understanding of what the short-, medium- and long-term implications of the global pandemic will have on CEAB accreditation.

The members of the CEAB commend the efforts of administrators, faculty, students, and all stakeholders in Canadian engineering education for their hard work in the difficult situations we have all encountered in the last year. Efforts to adapt to the new reality created by COVID-19 have been monumental, and the collective dedication to quality engineering education in Canada has given us another reason to be proud of our system.

### Accountability in Accreditation

The CEAB's Accountability in Accreditation Committee was struck at the direction of Engineers Canada's 2019-2021 Strategic Plan (strategic priority #2). The [Accountability in Accreditation Evaluation Strategy](#) was approved in June and implemented immediately. At the time of this report, the first cycle of data collection had concluded, and the first measurement report was underway. Note that the first report will be limited due to

the small number of accreditation visits conducted in 2020/2021. The first report will be presented in September and the second data collection cycle began in May.

### **EDC concerns**

- At the request of the Board, a status update on the work related to the concerns expressed by EDC to the CEAB is provided as a presentation to the Board, at minimum, annually.
- The CEAB has been invited to and has participated in the biannual meetings of the EDC and has likewise, received presentations from EDC representatives at each of its three (3) meetings over the past year.
- EDC appointed two (2) of its members to both the CEAB working group to respond to the Engineers Canada's 30 by 30 initiative and the working group on student learning experiences in the age of COVID-19, as per the working groups' terms of reference.
- EDC was invited and has participated in all CEAB-led consultations over the past 12 months.

### **Next steps**

- The CEAB will continue to deliver on its work, as highlighted above.

### **Appendices**

- None.



## BRIEFING NOTE: For information

CEQB annual report		5.2
Purpose:	To update the Board on the status of the work of the CEQB	
Link to the Strategic Plan:	Operational Imperative 3: Providing Services and Tools	
Prepared by:	Ryan Melsom, Manager, Qualifications	
Presented by:	Mahmoud Mahmoud, Chair, CEQB	

### Background

- As per the [2019-2021 Engineers Canada Strategic Plan](#), the CEQB is responsible for 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. To deliver on its mandate, CEQB develops and maintains Regulator and public guidelines, papers, and syllabi.

### Work plan status update

The CEQB is reporting on the delivery of its 2020/2021 workplan priorities:

#### Completed work

- As of April 2021, the following items have been completed:
  - New Regulator guideline on the use of syllabi
  - New Engineers Canada paper on environmental engineering
  - Review of the Regulators guideline for assessment of engineering work experience
  - Review of the Regulators guideline for the engineer-in-training program
  - Review of the public guideline on risk management
  - Review of the basic studies syllabus
  - Review of the biomedical/biochemical engineering syllabus
  - Review of the computer engineering syllabus

#### In-progress priorities

- The following items are carried forward from 2020 into 2021 or are new 2021 priorities. All are in progress:
  - New public guideline for engineers and engineering firms on the topic of diversity and inclusion
  - New public guideline for engineers and engineering firms on Indigenous consultation and engagement
  - New feasibility study on alternative methods of academic assessment for non-CEAB applicants
  - Review of the Engineers Canada paper on software engineering
  - New aeronautical engineering and aerospace engineering syllabus
  - Review of the software engineering syllabus
  - Review of the agricultural/biosystems/bioresource/food engineering syllabus
  - Review of the metallurgical engineering syllabus

#### Deferred/discontinued work

- The following items from the 2021 work plan have been deferred or discontinued due to resource constraints:
  - New public guideline for engineers on use of new technology and automation
  - Review of the Regulators guideline on returning to active practice
  - Research on requirements for a potential document for Canadian engineers working internationally
  - Review of the structural engineering syllabus

- Review of the building engineering syllabus
- Review of the complementary studies syllabus

### **Consultations**

- Regulator consultations for the 2022 work plan priorities are underway. The CEQB sent the proposed 2022 priorities to the National Admissions Officials Group for consultation at their April meeting. Other officials groups will be consulted on these priorities by mid-June. Afterwards, the CEQB Executive will consolidate received feedback, and provide revised priorities to the CEO Group for consultation in July. Finally, the CEQB will vote on recommending priorities to the Board for information in October and for final approval in December.

### **Next steps**

- The CEQB will continue to deliver on its priorities in a timely fashion.

### **Appendices**

- None.

## BRIEFING NOTE: For information

FAR Committee annual report		5.3
Purpose:	To provide an update on the 2020-2021 work of the Finance, Audit, and Risk (FAR) Committee	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 5: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies	
Prepared by:	Stephanie Price, Executive Vice President, Regulatory Affairs	
Presented by:	Dwayne Gelowitz, Director from Saskatchewan, and Chair of the FAR Committee	

### Background

- During the 2020-2021 committee year, the FAR Committee completed all work identified in its 2020-2021 work plan. Notably, the committee undertook a review and update of the risk management process, which included a consolidation of all existing Board risks; oversaw the 2020 audit, including a review of the audit plan, the audit report, and the audited financial statements; and it provided oversight of financial operations by reviewing quarterly financial reports, investment performance reports, long-term procurement contracts, and finance-related operational policies.

### Status update

Decision date	Work plan item	Status
August 14, 2020 (Committee)	<ul style="list-style-type: none"> <li>Finalize definitions for new strategic risks</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
October 2, 2020 (Board)	<ul style="list-style-type: none"> <li>Approval of the committee work plan</li> <li>Review of the draft budget and recommended per capita assessment fee</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
December 7, 2020 (Board)	<ul style="list-style-type: none"> <li>Approval of the 2021 budget and 2023 recommended per capita assessment fee</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
February 25, 2021 (Committee)	<ul style="list-style-type: none"> <li>Review of finance-related operational policies</li> <li>Review of long-term procurement contracts</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
March 17, 2021 (Committee)	<ul style="list-style-type: none"> <li>Recommend approval of audited financial statements</li> <li>Recommend approval of appointment of auditors</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> </ul>
April 7, 2021 (Board)	<ul style="list-style-type: none"> <li>Recommend audited financial statements and auditors</li> <li>Approval of new risk management process</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
n/a (ongoing)	<ul style="list-style-type: none"> <li>Review of quarterly financial statements and investment performance reports</li> <li>Monitor performance of TD affinity program in Alberta</li> <li>Monitor strategic and operational risk registers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

### Next steps

- The FAR Committee recommends that next year's committee maintain the scope of work as described in Board policy 6.4, *Finance, Audit, and Risk (FAR) Committee Terms of Reference*.

### Appendices

- None.

## BRIEFING NOTE: For information

Governance Committee annual report		5.4
Purpose:	To provide an update on the 2020-2021 work of the Governance Committee	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 4: Ensure the development and periodic review of Board	
Prepared by:	Evelyn Spence, Corporate Secretary	
Presented by:	Nancy Hill, Director from Ontario, and Chair of the Governance Committee	

### Background

- During the 2020-2021 committee year, the Governance Committee undertook a review of thirty-two (32) policies and introduced two (2) new policies for adoption. Notably, in so doing, the committee took a careful look at how principles of equity, diversity, and inclusion could be better and more meaningfully incorporated throughout the entire Board Policy Manual, and also considered what policy alterations were required to ensure Board operations could continue to run smoothly and effectively through a virtual-only delivery format (e.g. election voting and in-camera processes).
- The committee also recommended two (2) revisions to the Engineers Canada By-law (to be approved by the Members at the AMM) and deployed and reported on the results of the first governance effectiveness survey. This work included drafting a report to the Board with recommended actions for governance improvements.

### Status update

Decision date	Work plan item	Status
October 2, 2020 (Board)	<ul style="list-style-type: none"> <li>Approval of the committee work plan</li> <li>Approval of finance policy updates: revisions to FAR Committee Terms of Reference, adoption of (new) Net Assets policy, rescindment of Reserve Funds.</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
December 7, 2020 (Board)	<ul style="list-style-type: none"> <li>Approval of the approach and structure of the governance effectiveness survey</li> <li>Approval of 14 Board policy updates</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
February 24, 2021 (Board)	<ul style="list-style-type: none"> <li>Approval of 14 Board policy updates: revisions to 12 policies, adoption of (new) Investments policy, rescindment of Emerging Disciplines policy</li> <li>By-law revisions (2) recommended to the Members for approval in May 2021</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>
March 3, 2021 (committee)	<ul style="list-style-type: none"> <li>Oversight of performance reporting improvements</li> </ul>	<ul style="list-style-type: none"> <li>Partially complete – improvements will only be implemented in 2022, with the rollout of the new Strategic Plan</li> </ul>
May 28, 2021 (Board)	<ul style="list-style-type: none"> <li>Adoption of the governance effectiveness / Board assessment survey report</li> <li>Approval of policy updates: revisions to 3 policies, rescindment of Diversity and Inclusion policy</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Complete</li> </ul>

## Next steps

- This year's Governance Committee has completed all work identified in its workplan, however it is expected that the activity described initially as "oversight of the key performance indicator (KPI) work" (which is more correctly "oversight of improvements to the strategic performance reporting") will continue throughout 2021, as Engineers Canada prepares to roll out the new Strategic Plan in January 2022.
- The 2020-2021 Governance Committee included five members – two more than the minimum required by Board policy 6.8, *Governance Committee Terms of Reference*. The committee recommends that future Governance Committees consist of four or five members (for as long as there is a large volume of Board policies to review) and ensures inclusion of experienced/returning Governance Committee members.
- The Committee recommends that, as part of its work to develop and review Board policies, next year's committee:
  - Consider integrating the Canadian Standards Association (CSA)'s guidelines on the uses of shall/should/may consistently throughout the Board Policy Manual.
  - Include the wording of Engineers Canada's proposed new vision in Board policy 1.2, *Guiding Principles* (and elsewhere) in order to enhance Board decision-making.
  - Revisit Board policy 2, *Definitions*, notwithstanding that the committee revised it in 2020 and changed it to a biennial review. The suggested reason for re-reviewing the policy is to reconsider the committee's change to the definition of "President" in light of a comment made at the December 2020 Board meeting, in which it was stated that the role of the President is broader than just to serve as Chair of the Board.
  - Revisit Board policy 7.7, *Investments*, again notwithstanding that it is a new policy, adopted by the Board in February 2021. The suggested reason for re-reviewing the policy so early is to include a reference in the policy to Engineers Canada's commitment to investing in ESG-focused funds, as identified by the FAR Committee at the December Board meeting.
  - Revisit Board policy 4.8, *Board Competency Profile*, to consider whether the demographic preferences listed in the Board competency profile policy could be expanded. Currently, the only demographic goals set in the policy include representation of women and active practitioners. The Committee feels the general statement (made throughout the Board Policy Manual) "that the Board supports diversity" could be strengthened, given that these are the only demographic goals included in this policy.
- Once the 2021-2022 Governance Committee is constituted and approved by the Board at its June meeting, it will take the above recommendations under advisement and determine what work is to be included in its work plan.

## Appendices

- None.

## BRIEFING NOTE: For information

HR Committee annual report		5.5
Purpose:	To provide an update on the 2020-2021 work of the Human Resources (HR) Committee	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 6: Provide orientation of new Directors, and continuing development of Directors and others who work closely with the Board	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	David Lynch, Director from Alberta, and Chair of the HR Committee	

### Background

- During the 2020-2021 committee year, the HR Committee fulfilled its responsibilities as assigned in Board policy 6.12, *Human Resources Terms of Reference*.
- This work included a formal CEO review process, since 2021 marked three years since G. McDonald was appointed to the role in 2018.

### Status update

Decision date	Work plan items	Status
June 15, 2020 (Board)	<ul style="list-style-type: none"> <li>• Approval of new committee member appointments and chair recommendation</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
June 15, 2020 (Committee)	<ul style="list-style-type: none"> <li>• Budgeting for 2021 Director training</li> <li>• Received progress update on staff-led working groups addressing areas identified for improvement following the employee engagement survey</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> </ul>
September 17, 2020 (Committee)	<ul style="list-style-type: none"> <li>• Selection of external consultants for formal 360 CEO assessment and comprehensive compensation review</li> <li>• Approval of the new CEO succession plan</li> <li>• Oversight of Director professional development: Approval to engage in the Canadian Nonprofit Academy's Board-on-Board online program</li> <li>• Review of (former) strategic risk #3 <i>Succession planning for the CEO</i></li> <li>• Provided input for Board policy 4.7, <i>Monitoring of the CEO</i>, to support that CEO compensation should be comparable to the market median (P50) of the relevant peer comparator group.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> </ul>
October 2, 2020 (Board)	<ul style="list-style-type: none"> <li>• Approval of the committee work plan</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
December 7, 2020 (Board)	<ul style="list-style-type: none"> <li>• Approval of structure and content of the chair assessments</li> <li>• Oversight of Director professional development: 2021 planning based on Board self-assessment report (funds allocated in budget)</li> <li>• Review of (former) strategic risk #3 <i>Succession planning for the CEO</i></li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> </ul>
December 8, 2020 (Committee)	<ul style="list-style-type: none"> <li>• Received organizational HR resourcing assessment for information</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>

Decision date	Work plan items	Status
February 24, 2021 (Board)	<ul style="list-style-type: none"> <li>• Approval of CEO objectives for 2021</li> <li>• Approval of structure and content of the Director assessments (self and peer)</li> <li>• Recommendation on CEO assessment</li> <li>• Approval of annual strategic reporting on Board responsibilities 1 and 6.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> </ul>
March 29, 2021 (Committee)	<ul style="list-style-type: none"> <li>• Review of Director orientation</li> <li>• Review of Director development program</li> <li>• Received progress update on staff-led working groups addressing areas identified for improvement following the employee engagement survey</li> <li>• Received progress update on Volunteer Management Program project</li> </ul>	<ul style="list-style-type: none"> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> <li>• Complete</li> </ul>
May 28, 2021 (Board)	<ul style="list-style-type: none"> <li>• Approval of HR Committee nominees for 2021-2022</li> </ul>	<ul style="list-style-type: none"> <li>• Provided recommendation</li> </ul>

## Next steps

- The 2020-2021 HR Committee recommends that with the current workload, the committee composition should remain as it is now, with six (6) members total.
- Work recommended to the 2021-2022 HR Committee includes:
  - Oversight of Director professional development planning: 2022 planning should consider the recommendations resulting from the governance effectiveness survey report. Additionally, the 2020-2021 committee recommends equity, diversity, and inclusion training for the Board Directors on an annual basis, to support Engineers Canada's focus in this area.
  - Confirmation of structure and content for the Board self-assessment: The Governance Committee incorporated the Board self-assessment with the governance effectiveness survey in 2021. The HR Committee will re-assume the process in 2022, which includes confirmation of questions and structure, in addition to reporting the results.
  - Annually confirm succession plans for the direct reports to the CEO: A succession plan process for all staff is under development and is scheduled for implementation in fall 2021.
  - Annual CEO performance evaluation: HR Committee to consider engaging an external HR expert to conduct the confidential interviews for the "mini 360-degree CEO review", as per Board policy 4.7 *Monitoring of the CEO*.

## Appendices

- None.



## BRIEFING NOTE: For information

Board's 30 by 30 Champion annual report		5.6
Purpose:	To provide an update on the 2020-2021 work of the 30 by 30 Champion	
Link to the Strategic Plan:	Operational Imperative 9: Promote Diversity and Inclusion in the Profession that Reflects Canadian Society Strategic Priority 3: Recruitment, Retention, and Profession Development of Women in Engineering	
Prepared by:	Cassandra Polyzou, Manager, Diversity, Equity, and Inclusion Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Justin Dunn, Director from PEI, 30 by 30 Board Champion	

### Background

- In May 2018, Engineers Canada's Board of Directors approved a new Strategic Plan which highlighted, in Strategic Priority 3, the need to drive cultural change in the engineering profession in order to attain 30 by 30.
- Engineers Canada's *Strategic Priority 3 (SP3): Recruitment, Retention, and Professional Development of Women in the Engineering Profession* expanded the 30 by 30 initiative to include retention and professional development of women.
- As part of the reporting on women in engineering work under *Operational Imperative 9: Promote Diversity and Inclusion in the Profession that Reflects Canadian Society*, Engineers Canada provides a regular update to the Board through the 30 by 30 Board Champion, as well as this more detailed report.

### Status update

The following are selected highlights of Engineers Canada's work on 30 by 30 during the period May 2020 to May 2021:

- **30 by 30 2021 annual meeting** - Planning for a multi-day virtual conference is underway for June 2021. The conference takes the place of Q2 working group meetings and builds on the topics addressed and discussed by the 30 by 30 Champions in 2020, including employer engagement, data collection and research, and best practices in addressing diversity, equity, and inclusion in engineering practice and education. Meeting sessions will take place on June 2, 9, 16, and 23. June 23 is also a celebration of International Women in Engineering Day. All working groups provided feedback on the topics for the conference.
- **Gender-Based Analysis (GBA+) research** - GBA+ of national engineering licensure assistance and employer awareness programs was conducted through a survey and interviews of Regulators. The report was published in February 2021 and provided to the Regulators, along with individual province/territory specific discovery reports. Engineers Canada's CEO, VP, Corporate Affairs and Strategic Partnerships, and Manager, Diversity, Equity, and Inclusion held follow-up meetings with each Regulator to receive feedback on the discovery reports and GBA+ research, as well as the use of the 30 by 30 scorecard.
- **30 by 30 scorecard** - Developed in conjunction with the GBA+ research, the 30 by 30 scorecard is intended as a tool to track and set targets out to 2030 for each Regulator. The scorecard was promoted to each Regulator CEO and 30 by 30 Champion in March 2021. Regulators who are interested in using the scorecard will be provided support and resources to assist in setting their targets and reporting.



- **Communications and branding** - Engineers Canada hired Halmyre to evaluate and provide recommendations for the 30 by 30 brand and engagement of Champions. 30 by 30 stakeholder interviews were conducted in October 2020, as well as interviews with women in engineering. A report was delivered to the Manager, Diversity, Equity, and Inclusion and Communications Specialist to inform 30 by 30 programming and create new messaging on the barriers to women in engineering.
- **Higher education institution (HEI) Champions** - between January 2020 and April 2021, a total of four (4) new HEIs have joined the Champions network, taking the number from 26 to 30.
- **30 by 30 working groups** - A summary of the February 2020 to February 2021 meetings:
  - **K-12 working group:**
    - Developed and finalized the 30 by 30 engineering recruitment guide, which includes an evaluation matrix for outreach programs. The [30 by 30 K-12 Outreach Guide](#) was used by Engineers & Geoscientists British Columbia and APEGA for their National Engineering Month activities.
    - Presentation and discussion led by Robyn Paul, PhD candidate in Mechanical and Manufacturing Engineering at the Schulich School of Engineering on the hidden curriculum in engineering in order to improve outreach activities and address the underrepresentation of women in the profession.
    - Discussion on the challenges faced during the pandemic, many programs adjusted to virtual options and continued to engage with students.
  - **Post-secondary working group:**
    - The group discussed the impact of COVID-19 on recruitment programs, 30 by 30 progress, and the experience of young graduates.
    - Presentation and discussion by guest speaker from Concordia University's Women in Engineering- Career Launch Experience program as a best practice for promoting female students, linking relevant work experience with a mentorship (usually another women) through a partnership with industry and co-op department.
    - Presentation and discussion by guest speakers from members of '[Le génie au service des femmes : Rethinking the Faces and Spaces of Engineering](#)', a 5-year study based at the University of Ottawa.
    - Presentation and discussion with guest speaker Shivani Nathoo, Smart Grid and Asset Management EIT at Hatch, and Engineering Science and Engineering Energy Systems graduate from the University of Toronto. Shivani shared her experience as a recent graduate, and the importance of mentors, community, and supports at the University of Toronto.
  - **Early career working group:**
    - Sharing of latest national data on newly licensed engineers, EITs, and students. Discussion on the impact of the pandemic on women's careers and the challenge of obtaining data from employers regarding their layoff practices. Some Regulators are looking at gender-related due reduction requests and membership resignations.
    - Working group was consulted in the development of the gender-based analysis research project, providing feedback on collection of diversity demographic data, the licensure process/pathway, and the challenges faced by Regulators in collecting data.
    - Working group discussed effective metrics for tracking 30 by 30 and provided feedback on the 30 by 30 aspirational scorecard that was developed at the end of 2020.
  - **Employer working group:**
    - Engineers Canada published a **30 by 30 guide for employers:** [Changing the culture for engineering employers.](#)

- Presentation and discussion lead by Claire McLaughlin – Founder and Chair of the Society of Women Engineers Ottawa. SWE supports women engineers through leadership development, networking professional development, and the shaping of public policy.
- Tactics to address culture change in the workplace included Catalyst's [Men Advocating Real Change \(MARC\)](#), and the Government of Canada's [50-30 Challenge](#)
- **Gendered impact of COVID-19** – facilitated discussion for post-secondary institutions and Regulator Champions to discuss the impact of the pandemic on women's participation in engineering and potential research collaboration to collect and analyze the data on membership. The group did not define a clear path forward, but one institution is submitting a research proposal for federal funding on the topic.
- **Global Marathon/Persist Series** – Engineers Canada is a Thought Leader in DiscoverE's Persist Series (previously Global Marathon), now a monthly speaker series with a mission to build a global community that celebrates and provides support for long-term success of women in engineering and technology. Vanessa Raponi, EIT, co-founder of EngiQueers Canada and previous Engineers Canada award winner, is the current session moderator. The June Persist Series will feature Amy Winchester, P.Eng., Senior Chemical Engineer and CBCL's first female Director on the Board.
- **CCWESTT and CFES** - Engineers Canada sponsored and presented at the CCWESTT (Canadian Coalition of Women in Engineering, Science, Trades and Technology) Speaker Series in November 2020 and the CFES' (Canadian Federation of Engineering Students) Conference of Diversity in Engineering.
- **CEQB Guideline** - advised on the creation of the survey and general directions for the guideline for engineers and engineering firms on the topic of diversity and inclusion.
- **CEAB 30 by 30 Task Force** - advised on addressing 30 by 30 in accreditation.
- **Government Relations** - Engineers Canada met with engineer MP Marilyn Gladu, new Chair of the federal government's Standing Committee on the Status of Women and, later in November, made a submission to the committee on "Impacts of the COVID-19 Pandemic on Women".
- **National Membership Report** - annual surveys were collected from all Regulators and data for 2019 was published, including a gender-based breakdown of newly licensed engineers, EITs, student members and analysis of graduation rates for women (based on Enrolment and Degrees Awarded report). Data was shared with 30 by 30 Champions.
- **International Women in Engineering Day (INWED) 2020** – [featured 14 profiles of women in engineering who responded to the COVID-pandemic through their engineering work.](#)

## Next steps

- 30 by 30 virtual multi-day conference is being organized and will be delivered in June 2021.
- Diversity and inclusion training is scheduled to be provided to the Board in June 2021, in conjunction with the strategic workshop.
- Updated national 30 by 30 numbers will be calculated and published.
- International Women in Engineering Day will be promoted.
- Development of a national diversity, equity, and inclusion foundational training, with consultation with the National Practice Officials Group and the 30 by 30 Regulator Champions.
- Resources will be developed to support Regulator implementation of the 30 by 30 Scorecard.

## Appendices

- None.



## BRIEFING NOTE: For information

Annual list of partnership organizations		5.7
Purpose:	To update the Board on Engineers Canada partnerships with external organizations	
Link to the Strategic Plan:	Work contributes to various Strategic Priorities, Operational Imperatives, and Board Responsibilities	
Prepared by:	Kim Bouffard, Manager, Outreach Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

### Background

- Board policy 7.4, *Board Relationship with External Organizations*, directs the Engineers Canada CEO to submit periodically to the Board, for information, a list of partnership relationships with external organizations. In accordance with the policy, this list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.
- Board policy 7.4 defines a partnership as “any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or a significant financial or resource impact.”

### Status update

- A list of Engineers Canada’s current partnerships has been prepared and is included as an appendix. The list excludes operational service providers and vendors, and our affinity partners.

### Next steps

- Partnerships are reviewed periodically by the Engineers Canada CEO to ensure that they continue to meet the criteria in Board policy 7.4, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.
- An updated partnership list will be submitted to the Board, for information, in May 2022.

### Appendix

- **Appendix 1:** List of partnership organizations

## Board policy support document

### List of Engineers Canada partnerships with external organizations

*A partnership is defined as “any relationship between Engineers Canada and an external organization that has an impact on achievement of the Strategic Plan or a significant financial or resource impact.”*

#### Current Engineers Canada partnerships

*Please note: the partnership list excludes service and vendor providers and our affinity partners.*

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#">ABET (Accreditation Board for Engineering and Technology)</a>	<b>Nature of commitment:</b> Informal <b>Cost:</b> ~\$9,000 (participation in F2F meeting)	<b>Increase organization success:</b> Ongoing exchange of knowledge and access to like organization has informed and guided accreditation.	OP1, SP1, OP7
<a href="#">American Indian Science and Engineering Society (AISES)</a>	<b>Nature of commitment:</b> Informal <b>Cost:</b> \$2,500 (participation in their annual conference)	<b>Increase organizational success:</b> Sharing resources and capacity to support Canadian Indigenous engineers.	OP9
<b>AISES (American Indian Science and Engineering Society) in Canada</b>	<b>Nature of commitment:</b> Sponsorship <b>Cost:</b> \$5,000- \$10,000/ year	<b>Increase organizational success:</b> Ongoing exchange of knowledge and understanding of needs of Indigenous engineers. <b>Drive broader social and systems change:</b> Building community and supporting success for Indigenous engineers.	OP9
<a href="#">Association of Accrediting Agencies of Canada</a>	<b>Nature of commitment:</b> Membership <b>Cost:</b> \$920 (membership)	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of peers has informed and guided accreditation.	OP1, SPI

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#"><u>Association of Consulting Engineering Companies-Canada (ACEC)</u></a>	<b>Nature of commitment:</b> Formally 30 by 30 Champion  <b>Cost:</b> \$0	<b>Drive broader social and systems change:</b> 30 by 30 Champion and working on supporting the increase of women in engineering.	OP5, OP9, SP3
<a href="#"><u>Canadian Academy of Engineering (CAE)</u></a>	<b>Nature of commitment:</b> Informal  <b>Cost:</b> \$0	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of engineering experts for participation in Future City and National Engineering Month, and in the development of National Position Statements.	OP5, OP8, OP9, SP3
<a href="#"><u>Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT)</u></a>	<b>Nature of commitment:</b> Sponsorship  <b>Cost:</b> \$10,000	<b>Increase organizational success:</b> Able to increase accessibility of WinSETT Leadership Program for women in engineering.  <b>Drive broader social and systems change:</b> Supporting SP3 Professional Development action plan.	OP9, SP3
<a href="#"><u>Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT)</u></a>	<b>Nature of commitment:</b> Sponsorship  <b>Cost:</b> \$10,000 (every 2 years) (every 2 years)  Member at Large position for Engineers Canada on CCWESTT Board	<b>Maximize resources:</b> Able to provide women in engineering a national conference, networking opportunities, and professional development.  <b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of organizations supporting women in engineering.  <b>Drive broader social and systems change:</b> supporting SP3 Professional Development action plan.	OP5, OP8, OP9, SP3
<a href="#"><u>Canadian Engineering Education Association</u></a>	<b>Nature of commitment:</b> Membership and sponsorship of annual conference  <b>Cost:</b> \$600 (membership) \$5,000-10,000 (sponsorship and participation in meeting)	<b>Increase organizational success:</b> Direct access to Associate Deans, Faculty, and other staff engaged in the accreditation system. Supports knowledge exchange, access to Canadian scholarship in engineering education, provides an annual opportunity to provide training to higher education institutions (HEIs) and potential volunteers. In-person communication vehicle by having a physical presence in the Canadian engineering education space. Access to special interest groups (SIGS) related to Engineers Canada's Strategic Plan goals.	SP1, SP2, OP1, OP9

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#">Canadian Engineering Memorial Foundation (CEMF)</a>	<p><b>Nature of commitment:</b> Support for annual awards gala. Note that there was no gala in 2020.</p> <p><b>Cost:</b> \$1,000 (photographer), \$6,000-\$7,000 CEMF Dinner</p>	<p><b>Maximize resources:</b> Providing space at Fall Board meeting for CEMF gala dinner.</p> <p><b>Drive broader social and systems change:</b> Supporting women in engineering.</p>	OP9, SP3
<a href="#">Canadian Federation of Engineering Students (CFES)</a>	<p><b>Nature of commitment:</b> Letter of understanding, and sponsorship of the CFES' three key meetings: Leadership Congress, Conference on Diversity in Engineering, and the Canadian Engineering Competition</p> <p><b>Cost:</b> \$30,000</p>	<p><b>Increase organizational success:</b> Access and direct engagement of youth ages 17-21 increasing our reach and brand recognition amongst engineering students promoting the value of licensure.</p>	OP8, SP3
<a href="#">Canadian Indigenous Advisory Council to AISES (CIAC)</a>	<p><b>Nature of commitment:</b> We are a voting member</p> <p><b>Cost:</b> \$0</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge and understanding of needs of Indigenous engineers.</p> <p><b>Drive broader social and systems change:</b> Building community and supporting success for Indigenous engineers.</p>	OP9
<a href="#">Canadian Institute of Planners / Canadian Society of Landscape Architects / Royal Architecture Institute of Canada</a>	<p><b>Nature of commitment:</b> Letter of understanding</p> <p><b>Cost:</b> \$0</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge, thought and access to network of peers has informed and guided outreach and engagement decision-making at Engineers Canada. Most recently it helped to inform our OP8 outreach strategy.</p>	OP5, OP8, OP9, SP3
<a href="#">Canadian Network of Agencies for Regulation</a>	<p><b>Nature of commitment:</b> Membership</p> <p><b>Cost:</b> \$1,000 (membership)</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular for regulatory research to provide information to the Regulators of best and new practices.</p>	OP2, OP6

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
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<a href="#">Canadian Society of Association Executives</a>	<b>Nature of commitment:</b> Membership <b>Cost:</b> \$1,977.50 (membership)	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of peers has informed and guided internal operations and governance.	Board responsibilities, Operations
<a href="#">Council of Engineering and Scientific Society Executives</a>	<b>Nature of commitment:</b> Membership <b>Cost:</b> \$150 US (membership)	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of peers has informed and guided operations and governance.	Board responsibilities, Operations
<a href="#">Council on Licensure Enforcement and Regulation</a>	<b>Nature of commitment:</b> Membership <b>Cost:</b> \$505 US (membership)	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular, for regulatory research to provide information to the Regulators of best and new practices.	OP2, OP6
<a href="#">DiscoverE</a>	<b>Nature of commitment:</b> Letter of understanding <b>Cost:</b> \$0	<b>Maximize resources:</b> Able to reduce our administrative and programming costs of managing the Future City program by 70 per cent. <b>Increase organizational success:</b> Through the Future City program and programming support offered by DiscoverE we can engage over 5000 teachers and elementary students annually with minimal effort and resources. This program has also been successful in engaging young women with average 50-60 per cent representation. <b>Drive broader social and systems change:</b> Engineers Canada nominates Canadian engineers to be featured on Global Marathon webinars, promoting women in engineering and their success stories. Promotional partner of Global Marathon in Canada as free professional development for women engineers.	OP8, OP9, SP3



Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#">Durham Public District School Boards / Durham Catholic District School Boards/Yukon College/Rothesay Netherwood School</a>	<p><b>Nature of commitment:</b> Formal funding to support Future City competitions</p> <p><b>Cost:</b> \$0 (received NSERC Grant to support competitions)</p>	<p><b>Maximize resources:</b> Access to Teachers and STEM curriculum staff that work directly with students in grades 6-8. These individuals manage every aspect of the program and competition engaging over 1000 students a year.</p> <p><b>Drive broader social and system change:</b> Through the program and competition students are introduced to engineering and meet an engineer at a time when they are selecting their first-year high school courses. Half of the participants in the program are young women, with over 75 per cent indicating they are interested in a career as an engineer after participating in the program.</p>	OP8
<a href="#">Electricity Human Resources Council</a>	<p><b>Nature of commitment:</b> Participation in steering committees</p> <p><b>Cost:</b> \$0</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge, thought and access to network of peers has informed and guided our best practices in diversity and inclusion (e.g., staying on top of current information and benchmarking practices).</p>	OP9, SP3
<a href="#">Engendering Success in STEM (ESS)</a>	<p><b>Nature of commitment:</b> Sponsorship</p> <p><b>Cost:</b> \$7,500/year over 5 years; \$1,800/year (participation in F2F meetings)</p>	<p><b>Increase organizational success:</b> Ongoing exchange of research and data.</p> <p><b>Drive broader social and systems change:</b> Supporting research on diversity and inclusion, implicit bias, and gender stereotypes in engineering.</p>	OP8, OP9, SP3



Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#">Engineering Deans Canada (EDC)</a>	<p><b>Nature of commitment:</b> Informal</p> <p><b>Cost:</b> ~\$10,000 (participation in F2F meetings)</p>	<p><b>Increase organizational success:</b> Direct access to deans of engineering faculties across the country. Supports knowledge exchange and communication vehicle to reach a large number of accreditation stakeholders. In-person communication vehicle by having a physical presence at biannual EDC meetings and by having EDC presence at CEAB meetings, sub-committee meetings, and participation in working groups and taskforces.</p> <p><b>Drive broader social and systems change:</b> A key player in consultations on change to CEAB accreditation criteria, policies, and procedures. A source of feedback on accreditation improvements.</p> <p>Collaboration on diversity, equity, and inclusion work including 30 by 30 and Indigenous access to engineering.</p>	SP1, SP2, SP3, OP1, OP8, OP9
<a href="#">EngiQueers</a>	<p><b>Nature of commitment:</b> Memorandum of understanding (MOU); Sponsorship</p> <p><b>Cost:</b> \$1,000 for NEM \$10,000/year for 3 years</p>	<p><b>Increase organizational success:</b> access and direct engagement of youth 17-21 increasing our reach and brand recognition particularly during National Engineering Month.</p> <p><b>Drive broader social and systems change:</b> Able to offer training to staff, Board, CEO Group, and Presidents around diversity and inclusion, intersectionality, and unconscious bias to move forward OP9 and SP3.</p>	OP8, OP9, SP3

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#">Girl Guides</a>	<p><b>Nature of commitment:</b> Letter of understanding</p> <p><b>Cost:</b> \$5,000 annually via Girl Guide Crest Program</p>	<p><b>Maximize resources:</b> Able to provide young girls with engineering activities and opportunities to directly engage with an engineer without having to organize, manage or financially support the activities.</p> <p><b>Increase organizational success:</b> Ongoing exchange of knowledge, thought and access to network of young girls and educational professionals outside of the school system across Canada. Alignment of Girl Guides Canada's STEM programming with engineering.</p> <p><b>Drive broader social and systems change:</b> Opportunities to experiment with different solutions to a problem (increase women in engineering).</p>	OP8, OP9, SP3
<a href="#">Indspire</a>	<p><b>Nature of commitment:</b> Sponsorship</p> <p><b>Cost:</b> \$5,000</p>	<p><b>Drive broader social and systems change:</b> Promoting engineering as a career path to Indigenous youth</p>	OP9
<a href="#">International Engineering Alliance</a>	<p><b>Nature of commitment:</b> Membership</p> <p><b>Cost:</b> \$7,000 (membership) ~\$85,000 (participation in F2F meetings)</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge, and access to network of peers has informed and guided regulatory work, in particular for international mobility, to provide means to streamline Regulators' licensure processes.</p> <p><b>Drive broader social and systems change:</b> To be party to and have influence in international agreements at the academic and professional level.</p>	OP2, OP6, OP7
<a href="#">National Council of Examiners for Engineering and Surveying (NCEES)</a>	<p><b>Nature of commitment:</b> Informal</p> <p><b>Cost:</b> ~\$8,000 (participation in F2F meeting)</p>	<p><b>Increase organizational success:</b> Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs and governance.</p>	OP2, OP3, OP6, OP7 Board Responsibilities

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#"><u>National Society of Professional Engineers (NSPE)</u></a>	<b>Nature of commitment:</b> Informal <b>Cost:</b> ~\$8,000 (participation in F2F meeting)	<b>Increase organizational success:</b> Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs.	OP2, OP3, OP6, OP7
<a href="#"><u>Natural Sciences and Engineering Research Council of Canada (NSERC)</u></a>	<b>Nature of commitment:</b> Formal <b>Cost:</b> \$0 <b>Revenue:</b> \$50,000 (over 3 years)	<b>Maximize resources:</b> Secured a grant to support our Future City program for three years (2019-2021).	OP5, OP8, OP9, SP3
<a href="#"><u>Ontario Network of Women in Engineering (ONWiE)</u></a>	<b>Nature of commitment:</b> Sponsorship <b>Cost:</b> \$2,500 / year	<b>Increase organizational success:</b> Ongoing exchange of research and data on women in engineering. <b>Drive broader social and systems change:</b> Supporting Go ENG Girl promoting engineering women young girls.	OP8, OP9, SP3
<a href="#"><u>Ontario Society of Professional Engineers (OSPE)</u></a>	<b>Nature of commitment:</b> Formally 30 by 30 Champion and informally for National Engineering Month <b>Cost:</b> \$0	<b>Increase organizational success:</b> Sharing of resources on diversity and inclusion. <b>Drive broader social and systems change:</b> Active member of 30 by 30 Champions network to increase women in engineering.	OP5, OP8, OP9, SP3
<a href="#"><u>Polytechnique Montreal</u></a>	<b>Nature of commitment:</b> Partnership agreement for massive open online course (MOOC) – Sustainability in Practice <b>Cost:</b> \$0	<b>Increase organizational success:</b> Broadening awareness and uptake of QB National Practice Guideline on Sustainable Development and Environmental Stewardship by engineers in all jurisdictions and increasing the profile of Engineers Canada. <b>Drive broader social and systems change:</b> Provides widely accessible CPD in Canada and internationally to foster change and excellence in engineering practice to consider sustainable development, climate change and environmental stewardship.	OP3

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<a href="#"><u>Society of Women Engineers (SWE)</u></a>	<b>Nature of commitment:</b> Informal  <b>Cost:</b> \$0	<b>Increase organizational success:</b> Sharing of research and information on women in engineering.  <b>Drive broader social and systems change:</b> Creating and supporting a network and community for women engineers.	OP9, SP3
<a href="#"><u>World Federation of Engineering Organizations</u></a>	<b>Nature of commitment:</b> Membership  <b>Cost:</b> \$8,000	<b>Maximize resources:</b> Maintain contact and foster relationships with national member engineering organizations in more than 90 countries. Information on strategies, practices and policies for engineering education in these countries, and the promotion of engineering to women and youth.  <b>Drive broader social and systems change:</b> Work together with secretariat and member countries to expand and enhance the profile of engineers and engineering at the international level and with Canadian federal government.	OP7, OP9, SP3

## Legend

Subcategory (Area)	Description
Partnership commitment	Includes the nature of relationship (formal, informal) and overhead cost associated with maintaining this relationship.
Purpose of relationship and outcomes to date	<p><b>The purpose of our strategic partnerships can be summarized as follows:</b></p> <ol style="list-style-type: none"> <li><b>1. Maximize resources (boost organizational efficiency):</b> as an organization through this partnership we can accomplish our work more quickly and with fewer resources. “How this partnership helps us to maximize the desirable results, using the least amount of money and time” (Examples: cost savings, shared resources)</li> <li><b>2. Increase organizational success (effectiveness):</b> how this partnership has contributed to the success and advancement of our stated objectives. (Examples: collective influence (joint programs, marketing), shared knowledge and thought exchange, awareness and recognition).</li> <li><b>3. To drive broader social and systems change:</b> leveraging our own efforts to achieve broader systems change in conjunction with other players.</li> </ol> <p><b>Outcomes to date</b> refers to specific examples of how we have/are realizing the purpose of the partnership.</p>
Strategic alignment	Refers to alignment of the partnership as it relates to Engineers Canada’s <i>2019-2022 Strategic Plan</i> and objectives.

## BRIEFING NOTE: For information

Acclamation of the President-Elect		7.1
Purpose:	To declare the 2021-2022 Engineers Canada President-Elect	
Link to the Strategic Plan:	Board Responsibility 1: Hold itself, its Directors, and its Direct Reports Accountable	
Prepared by:	Evelyn Spence, Corporate Secretary	
Presented by:	David Lynch, Chair of the Nominations Committee	

### Background

- The President-Elect is elected by the Engineers Canada Board annually, at the May Board meeting.
- The President-Elect holds office for the period from the close of the May Board meeting to the end of the next May Board meeting. After that time, the President-Elect takes over the position as President of the Engineers Canada Board.

### Status Update

- The Past President, acting as the chair of the Nominating Committee, issued a call for nominations to each Director for the position of President-Elect. The call was open for a period of two (2) months.
- With only one nomination received (for K. Baig), and eligibility having been confirmed, K. Baig will fill the position of President-Elect. As per Board policy 6.13, *President-Elect Nomination and Election Process*, if only one candidate is nominated for President-Elect, the position shall be filled by acclamation.

### Next steps

- K. Baig will assume the role of President-Elect, effective as of the close of the May 28, 2021 Board meeting.
- Human Resources Committee membership to be finalized (agenda item 7.2).
- Administrative updates to be made by staff (such as website information, etc.).

### Appendices

- Candidate CV under separate cover, circulated to Directors only.

## BRIEFING NOTE: For decision

Appointment of the HR Committee		7.2
Purpose:	To appoint Directors to the 2021-2022 Human Resources (HR) Committee	
Link to the Strategic Plan:	Board Responsibility 1: Hold Itself, its Directors, and its Direct Reports Accountable Board Responsibility 6: Provide Orientation of New Directors, and Continuing Development of Directors and Others Who Work Closely with the Board	
Motion(s) to consider:	<p><i>THAT the following Directors be appointed to the 2021-2022 HR Committee, on recommendation of the 2020-2021 HR Committee:</i></p> <p><i>a. Dawn Nedohin-Macek, Engineers Geoscientists MB</i></p> <p><i>b. Jane Tink, APEGA</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	David Lynch, Director from Alberta, and Chair of the HR Committee	

### Problem/issue definition

- Board policy 6.12, *HR Committee Terms of Reference* states:
  - The HR Committee is comprised of the President, President-Elect, and Past President, an appointed CEO Group member to serve as “Advisor”, and a minimum of two other Directors.
  - 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.
- The position of President-Elect for 2021-2022 has been filled by acclamation and will be occupied by K. Baig. As a result, the appointment of an alternate Director is not necessary.
- The HR Committee has provided a recommendation for two Directors to complete the composition of the 2021-2022 HR Committee.

### Proposed action/recommendation

- That the Board approve the motion to appoint the 2021-2022 HR Committee as listed above.
- The CEO Group has advised that effective May 29, 2021 the CEO Group Advisor to the HR Committee will be Janet Bradshaw, Registrar and CEO, PEGNL, replacing Ann English, Registrar and CEO, Engineers and Geoscientists BC.

### Other options considered

- None.

### Risks

- None.

### Financial implications

- None.

## Benefits

- The HR Committee, once approved by the Board at the May meeting, can immediately begin work to nominate Directors for all other Board committees and appointments, for approval at the June Board meeting.

## Consultation

- This process is as per Board policy 6.12, *HR Committee Terms of Reference*.
- The CEO Group Advisor was selected by the CEO Group and announced at the February 2021 Board meeting.
- Each Director was asked to identify the committees on which they would like to serve as part of the 2021 Director self-assessment survey; responses were received from all Directors. These results were reviewed by the HR Committee, while giving consideration to diversity, representation of various sizes of Regulators across the country, and the appropriate level of knowledge continuity within the Committee.

## Next steps (if motion approved)

- 2021-2022 HR Committee to meet and nominate Directors for all other Board committees and appointments.
- Staff will update website information.

## Appendices

- None.