



FINAL AGENDA

211th ENGINEERS CANADA BOARD MEETING

December 13, 2021 | 10:00am – 5:00pm ET

Virtual delivery | Zoom details are provided via outlook calendar invitation

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

1. Opening
<p>1.1 Call to order and approval of agenda – D. Chui <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i></p>
<p>1.2 Declaration of conflict of interest (pages 5-6)</p>
<p>1.3 Review of previous Board meeting – D. Chui (pages 7-8)</p> <p>a) Action item list b) Board attendance list</p>
2. Executive reports
<p>2.1 President’s report – D. Chui (pages 9-10)</p>
<p>2.2 CEO update – G. McDonald (verbal)</p>
<p>2.3 Q3 Interim Strategic Performance Report to the Board – F. George, P. G. Lafleur, G. McDonald (pages 11-34)</p>
3. Consent agenda
<p>Board members may request that an item be removed from the consent agenda for debate and deliberation. <i>THAT the consent agenda motions listed below (3.1 to 3.4) be approved in one motion.</i></p>
<p>3.1 Approval of minutes (pages 35-44) <i>THAT the minutes of the October 1, 2021 Board meeting be approved.</i></p>
<p>3.2 Approval of committee work plans (pages 45-55)</p> <p>a) <i>THAT the Board approve the 2022 CEAB work plan.</i> b) <i>THAT the Board approve the 2022 CEQB work plan.</i></p>
<p>3.3 CEAB leadership (pages 56-57) <i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2022 to June 30, 2023:</i></p> <ul style="list-style-type: none"> • <i>Pemberton Cyrus as Vice-Chair</i> • <i>Paula Klink as Chair</i> • <i>Pierre G. Lafleur as Past-Chair</i>
<p>3.4 CEQB leadership (pages 58-59) <i>THAT the Board approve the appointment of the CEQB leadership for the period July 1, 2022 to June 30, 2023:</i></p> <ul style="list-style-type: none"> • <i>Frank Collins as Vice-Chair</i> • <i>Margaret Anne Hodges as Chair</i> • <i>Frank George as Past-Chair</i>
4. Board business/required decisions
<p>4.1 2022 budget and 2024 Per Capita Assessment – N. Hill (slides and pages 60-101)</p> <p>1. <i>THAT the Board, on recommendation of the FAR Committee, approve the 2022 budget, including an operational budget of \$11.5M.</i></p> <p>2. <i>THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2024 Per Capita Assessment Fee be reduced to \$8 per registrant.</i></p>

<p>4.2 Board policy updates – M. Wrinch (pages 102-145) <i>THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:</i></p> <table border="0"> <tr> <td><i>i. 4.1, Board responsibilities</i></td> <td><i>v. 7.3, Board relationship with the EDC</i></td> </tr> <tr> <td><i>ii. 4.5, CEO Group Advisor to the Board</i></td> <td><i>vi. 7.8, Rules of order</i></td> </tr> <tr> <td><i>iii. 4.10, Standing agenda items</i></td> <td><i>vii. 7.10, Whistleblower policy and procedure</i></td> </tr> <tr> <td><i>iv. 6.2, Board, committee, and task force chair assessment</i></td> <td><i>viii. 9.1, Accreditation criteria and procedures report</i></td> </tr> </table>	<i>i. 4.1, Board responsibilities</i>	<i>v. 7.3, Board relationship with the EDC</i>	<i>ii. 4.5, CEO Group Advisor to the Board</i>	<i>vi. 7.8, Rules of order</i>	<i>iii. 4.10, Standing agenda items</i>	<i>vii. 7.10, Whistleblower policy and procedure</i>	<i>iv. 6.2, Board, committee, and task force chair assessment</i>	<i>viii. 9.1, Accreditation criteria and procedures report</i>
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<i>iv. 6.2, Board, committee, and task force chair assessment</i>	<i>viii. 9.1, Accreditation criteria and procedures report</i>							
<p>4.3 Collaboration Task Force - M. Wrinch (pages 146-149) <i>THAT the Board, on recommendation of the Governance Committee, approve the new Board policy 6.14, Collaboration Task Force Terms of Reference.</i></p>								
<p>4.4 Board Consultation Plan – K. Baig (pages 150-153) <i>THAT the Board approve the 2022 Board Consultation Plan.</i></p>								
<p>4.5 Chair assessment – J. Boudreau (pages 154-159) <i>THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.</i></p>								
<p>4.6 In-person meeting guidelines and vaccination policy (temporary measures) – M. Wrinch (slides and pages 160-167) <i>THAT the Board, on recommendation of the Governance Committee, approve:</i></p> <ol style="list-style-type: none"> <i>i. Board policy 7.13, Vaccination for in-person meetings</i> <i>ii. Guideline 1, In-person meetings during COVID</i> 								
<p>5. Reports</p>								
<p>5.1 CEAB – P. G. Lafleur (slides)</p>								
<p>5.2 CEQB – F. George (slides)</p>								
<p>5.3 FAR Committee – N. Hill (slides)</p>								
<p>5.4 Governance Committee – M. Wrinch (slides)</p>								
<p>5.5 HR Committee – J. Boudreau (slides)</p>								
<p>5.6 Board’s 30 by 30 Champion – K. Reid (slides)</p>								
<p>6. Next meetings</p>								
<p>Board meetings</p> <table border="0"> <tr> <td> <ul style="list-style-type: none"> • February 25, 2022 (to be determined) • April 6, 2022 (virtual) • May 27-28, 2022 (Toronto, ON) </td> <td> <ul style="list-style-type: none"> • June 20-21, 2022 (Mont-Tremblant, QC) • October 6, 2022 (Ottawa, ON) • December 12, 2022 (virtual) </td> </tr> </table>	<ul style="list-style-type: none"> • February 25, 2022 (to be determined) • April 6, 2022 (virtual) • May 27-28, 2022 (Toronto, ON) 	<ul style="list-style-type: none"> • June 20-21, 2022 (Mont-Tremblant, QC) • October 6, 2022 (Ottawa, ON) • December 12, 2022 (virtual) 						
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<p>7. In-camera sessions</p>								
<p>7.1 Board Directors, Direct Reports, CEO Group Advisor, and staff <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, and the Governance Administrator.</i></p>								
<p>7.2 Board Directors and CEO <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, and the Engineers Canada CEO.</i></p>								

7.3 Board Directors only

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.

- *Meeting evaluation*

8. Closing (motion not required if all business has been completed)

Board support document

Meeting norms

Virtual participation:

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

To conduct the meeting with reasonable time and fairness:

1. For all motions, the meeting chair will call for negative votes and abstentions from the Directors. Directors who do not state a negative vote or an abstention will be considered in favour of the motion. If, for whatever reason, Directors are unable to speak during the motion and feel their opinion was not heard, they should raise their hand, or reach out in the Chat box for technical support.
2. Wordsmithing of motion texts should be avoided as much as possible so that the meeting can stay on track. If the proposed motion and related decision is understood, the Board should move to a debate and discussion on the proposal and should not focus attention on perfecting the text.
3. Participants are asked to speak for a maximum of two (2) minutes at a time (a timer will be projected on the screen) and will be limited to two (2) chances to speak on any one issue or motion. An opportunity to speak a second time will be granted only after everyone has had a chance to speak. The Chair reserves the right to allow additional chances to speak, as necessary.
4. Restating or reiterating the same point is strongly discouraged.
5. In the virtual environment where meeting participants are not able to demonstrate their agreement by nodding, they are encouraged to use the “Reaction” buttons to identify their informal support of others’ statements. A safe and respectful environment is encouraged at all times.
6. At the opening of the meeting, the meeting chair will announce which individual will be monitoring the show of hands. The chair will try to ensure that anyone with a raised hand has their point addressed.

Board support document

Conflicts of interest

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

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

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

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

Handling conflicts of interest

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

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

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

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

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

- 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?

¹ Section 141(1) and (2) of the CNCA

² 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.³

Disclosure must be made of the nature and extent of the interest that you have in the contract or transaction (or proposed contract or transaction).⁴ The limited case law dealing with the nature and scope of the disclosure required by a conflicted Director suggests that disclosure must make the other Directors fully informed of the real state of affairs (e.g. what your interest is and the extent of the interest).⁵ It will rarely suffice to simply declare that you have a conflict of interest.

Step 4 – What next?

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

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.	October 1, 2021	Staff to ensure the risk of the Members not supporting an increase in the PCAF following Member approval of a lower fee is included in the Corporate Risk Profile.	Staff	N/A	Complete
2.	October 1, 2021	Staff to draft an in-person meeting policy for Board consideration at the December meeting.	Staff	Dec. 2021 meeting	Complete - Addressed under agenda item 4.6.

Last updated: November 18, 2021		Alison Anderson	Arijan Arenija	Natasha Avila	Kathy Baig	Anne Baril	Maxime Belletête	Victor Benz	Jean Boudreau	Danny Chui	Geoff Connolly	Ann English	Nancy Hill	Stormy Holmes	Sudhir Jha	Tim Joseph	Dawn Nedohn-Macek	Kelly Reid	Darlene Spracklin-Reid	Marisa Sterling	Jane Tink	Nicolas Turgeon	Mike Winch	Chris Zinck
Board Meetings																								
June 14, Virtual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✘	✓	✓	✓
October 1, Virtual	✓	✘	✓	✘	✓	✓	✓	✓	✓	✓	✓	✓	✓	✘	✓	✓	✓	✓	✓	✘	✓	✓	✓	✓
Board on Board Leadership Program																								
Ongoing access	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4 Seasons training																								
Ongoing access	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																								
June 5-6, Virtual									✓						✓									
September 18-19, Virtual			✓										✓		✓			✓						
CEQB																								
July 24, Virtual														✓										✓
September 20-21, Virtual									✓					✘										✓
FAR Committee																								
June 14, Virtual	✓		✓			✓	✓					✓							✓					✓
August 13, Virtual	✓					✘	✓		✓			✓												✓
October 21, Virtual	✓					✓	✓					✓												✓
Governance Committee																								
June 14, Virtual		✓			✓			✓	✓	✓			✓									✓	✓	
September 15, Virtual		✓			✓			✓	✓	✓	✓											✓	✓	
November 17, Virtual		✓			✓			✓	✓	✓												✘	✓	
HR Committee																								
May 29, Virtual			✓					✓	✓						✓								✘	
October 5, Virtual			✓					✓	✓						✓								✘	

Attendance Required

Attendance Not Required / Completed

Attendance for Partial Meeting / In progress

Attendance required, regrets

President's Report – August 19 to October 23, 2021 by D Chui

Continued weekly calls with CEO to update each other about activities.

September 8 – As lead Director liaison for Ontario, sent Engineers Canada's Director update to PEO council in advance of its September meeting.

September 15 – Participated in the Governance Committee meeting.

September 19 – Participated in the CEQB meeting. The CEQB approved the revised materials engineering syllabus – formally called metallurgical engineering syllabus, and a new Aerospace (Aeronautical/Space) engineering syllabus for Regulator consultation, in addition to the draft general direction on alternative methods of academic assessment for non-CEAB applicants. The CEQB also approved the revised draft general direction on workplace gender equality.

September 24 – Participated in PEO's virtual council meeting. As lead Director liaison reporting Engineers Canada activities, reported to council that next year, under the new strategic priorities, Engineers Canada will seek direction to implement a national academic requirement for licensure and investigate the impact on the accreditation system to ensure that it continues to meet the needs of Regulators, students, and higher education institutions.

September 27 – Participated in the Engineers Canada October Board meeting dry-run (session one), which focused on addressing motion procedures, Directors' participation, and contingency plans in case of losing WI-FI connection, etc.

September 28 – Recorded message and greeting for the Engineers and Geoscientists BC's AGM.

September 29 – Participated in the Engineers Canada October Board meeting dry-run (session two), which focused on technical support, use of interpretation, contingency plans for tech failure, and transfer of control from staff to tech team during in-camera sessions.

September 30 – Provided introductions to the Director development sessions. Session one was delivered by KPMG, which provided an overview of introductory finance for not-for-profit organizations (NPOs). The session specifically focused on considerations for NPO governance, financial statements, and other important indicators of financial performance that Directors should be considering in their fiduciary roles. Session two involved a review of a film screening of *Waniska – A Sharing of Indigenous Knowledge*, which was followed by a facilitated discussion. This particular training, aptly provided on the newly appointed Day for Truth and Reconciliation, offered an opportunity for Directors to recognize and commemorate the tragic history and ongoing legacy of residential schools, and to honour the survivors, their families and their communities. It was an eye opener for all who participated.

October 1 – Chaired the 210th Engineers Canada Board Meeting, which included, among other topics, a review and discussion of the draft 2022 budget and proposed reduction of the per capita assessment fee; review and approval of the CEAB and CEQB's volunteer recruitment and succession plans; approval of changes to the accreditation criteria and procedures report; and confirmation that the Board's late fall meetings will, going forward, be held virtually. Three (3) levels of in-camera sessions were held, with the CEO being assigned an action to work with the FAR committee.

October 5 – Participated in the Human Resources Committee meeting. The committee confirmed the structure and content of the chair assessment survey; reviewed the CEO succession plan and received (for information) details of succession planning for CEO's direct reports; and obtained updates on the employee engagement work plans, as well as the volunteer management project. The committee also approved securing an external consultant to conduct this year's annual CEO assessment and decided on the fifteen individuals to be interviewed.

October 8 – Recorded message and greeting for Engineers Geoscientists Manitoba's AGM.

October 19 – Participated in a feedback session with Michael Goldman of Facilitation First; the company that provided virtual facilitation training to Board chairs in July 2021. The session specifically focused on a review of my chairing performance related to the October 1 Board meeting. I was provided with a few key takeaways, which I look forward to implementing at the December Board meeting.

October 19 – Participated in an additional meeting of the Human Resources Committee, which was called to confirm the committee's email decision to reduce the number of interviewees (from 15 to 10) for the CEO assessment to fit within external consultant's fee proposal, as well as to determine which five (5) interviewees to exclude.

BRIEFING NOTE: For information

Q3 Interim Strategic Performance Report to the Board		2.3
Purpose:	To provide an interim report on the progress against the Strategic Plan	
Link to the Strategic Plan/Purposes:	Board responsibility 1: Hold itself, its Directors, and its Direct Reports accountable Board Responsibility 3: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Governance functions (strategic risk)	
Prepared by:	Frank George, Chair, CEQB Pierre G. Lafleur, Chair, CEAB Gerard McDonald, Chief Executive Officer	
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 CEAB and 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 experience with their use.
- The interim report supports the Board to monitor the work of its Direct Reports, resulting in increased Regulator confidence.

Status update

- This interim performance assessment report covers Q3 of 2021 (July 1 - September 30, 2021). It was prepared by the CEO and the chairs of the CEAB and the CEQB, with support from staff.
- Two strategic priorities and one operational imperative are reporting disruptions this quarter:
 - *SP1 Accreditation Improvement Program* is reporting that activities will continue into 2022. Due to delays related to vendor staffing at project initiation and with configuration, the implementation of Tandem, the data management tool, will not take place in 2021. Instead, the planning for the supporting communications, training, and change management will continue in 2022 so that the system can be rolled out for the 2023/2024 visit cycle.

- *SP2 Accountability in Accreditation* is reporting that the intended strategic outcomes may not be achieved. Specifically, the outcome that Higher Education Institutions (HEIs) feel supported in their efforts to incorporate educational innovation, and the outcome regarding HEIs' satisfaction with the CEAB's approach to change, may be challenged.
- *OP4 National Programs* missed one operational milestone in Q2: to review the negotiated retention agreement for the Accident & Sickness / Professional Retiree Program. This work has been deferred to Q4 to be completed simultaneously with the review of the Term Life program by Aon, our consultant on both programs. The 2021 objectives are still expected to be achieved.

Next steps

- 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-Q3 Interim Strategic Performance Report

Interim Strategic Performance Report: Q3 2021

	Q1		Q2		Q3	
	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes	Annual objectives	Strategic outcomes
Strategic priorities						
SP1 Accreditation Improvement Program	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶
SP2 Accountability in accreditation	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶
SP3 Recruitment, retention, and professional development of women in the profession	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶
SP4 Competency Based Assessment Project	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶	▶▶▶▶
Operational imperatives						
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 annual objectives :	Assessment of the probability of achieving the intended strategic outcomes by the end of the strategic plan period:
<ul style="list-style-type: none"> ✓ 100% (i.e. all objectives have been achieved) ▶▶▶▶ 90 to 100% of the initiatives are on track ▶▶▶▶ 70 to 89% of the initiatives are on track ▶▶▶▶ Some disruption; close monitoring required. 50 to 69% of the initiatives are on track ▶▶▶▶ Significant disruption; close monitoring required. The majority of the initiatives are not on track ▶▶▶▶ Obstacles being encountered that put progress and success at risk; corrective action required 	<ul style="list-style-type: none"> ✓ 100% (i.e. the outcomes have been achieved) ▶▶▶▶ 90 to 99% probability of achieving the intended outcomes ▶▶▶▶ 80 to 89% probability of achieving the intended outcomes ▶▶▶▶ 70 to 79% probability of achieving the intended outcomes ▶▶▶▶ 60 to 69% probability of achieving the intended outcomes ▶▶▶▶ Less than 60% probability of achieving the intended outcomes

SP1: Accreditation Improvement Program

Annual Objectives: 

Accountability: CEO

Weight: 4 (highest)

Strategic Outcomes: 

Intended outcomes:

- Improved performance of the accreditation management process.
- Improved performance of the Enrolment and Degrees Awarded Survey (EDAS) process.
- Improved stakeholder consultation process associated with accreditation management and EDAS processes.
- Improved user experience(s) associated with accreditation management and the EDAS. This includes both operationally and for those stakeholders directly involved in these processes.
- Improved reliability of accreditation and the EDAS.
- Users are enabled to more quickly adopt changes to the accreditation management and EDAS 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.
- 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 to meet accreditation needs, continued from 2020.
- Held the first of five (5) scheduled demos of Tandem for accreditation to the Accreditation Improvement Program (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, with 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.

Achievements in Q2:

- Discovery and configuration of Tandem with Armature to meet accreditation needs continued.
- Held the two (2) demos of Tandem for accreditation to the AIP System Advisory Committee.
- Continued implementation, training, and change management planning.
- Initiated options analysis for implementation strategy.

Achievements in Q3:

- Continued configuration, implementation, training, and change management planning.
- Began planning the implementation strategy which will include communications, training and change management, all to take place in 2022.

Comments:


The deployment of the new data management system, Tandem, can still be delivered within scope, budget and quality parameters while the project schedule is being extended. The project will carry over into 2022 with the development of communications, change management and training plans being developed that will not conflict with the ongoing work of accreditation for HEIs or for Engineers Canada. Full implementation of Tandem is currently targeted for the 2023/2024 visit cycle.

SP2 Accountability in accreditation

Annual Objectives: 

Accountability: CEAB

Weight: 4 (highest)

Strategic Outcomes: 

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.

Achievements in Q2:

- Data collection for the next cycle launched with document review, and requests to HEIs, Engineers Canada Board, staff, Regulators, and CEAB members.
- Work on the first report continued and will be presented to the CEAB in September.

Achievements in Q3:

- The first Accountability in Accreditation report was released, and recommendations are under consideration by the CEAB’s Policies & Procedures committee. The report can be seen on our [website](#).

Comments:


- While all deliverables, and most of the intended strategic outcomes are likely to be achieved by the end of the Strategic Plan period, two (2) outcomes regarding HEIs may not be achieved. Specifically, the outcome that the HEIs feel supported in their efforts to incorporate educational innovation, and the outcome regarding satisfaction with the CEAB’s approach to change may be challenged. These issues are larger than accountabilities and will only be achieved over time as more data is gathered and trust is built.

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.

Achievements in Q2:

- Met with each Regulator's CEO and 30 by 30 Champion to present Regulator-specific 30 by 30 Discovery reports and 30 by 30 scorecards.
- 4-day virtual 30 by 30 conference.
- Hired Catalyst to provide Unconscious Bias and Inclusive Leadership training to the Board, CEOs and Presidents; Board training was completed in June and training for CEOs and Presidents will be completed in September.
- To support the creation of a foundational equity, diversity, and inclusion (EDI) training by the end of 2021, created the Equity, Diversity, and Inclusion Training Task Force with representatives from the Regulators, 30 by 30 Champions, National Society of Black Engineers, Natural Sciences and Engineering Research Council (NSERC), Chairs for Women in Engineering, and EngiQueers Canada. The Task Force held a kick-off meeting and provided feedback on the EDI training proposal.
- Promoted DiscoverE's Persist Series and featured New Brunswick's Amy Winchester, a senior chemical engineer.

Achievements in Q3:


- Posted RFP for consultant to develop EDI training for engineers.
- Developed EDI training outline, in consultation with EDI Training Task Force.
- Coordinated and facilitated 30 by 30 working groups (e.g., Post-secondary Working Group met in September with a presentation from the University of Alberta's Men's Allyship Group).
- Hired Catalyst to provide Unconscious Bias and Inclusive Leadership training to the CEOs and Presidents at Engineers Canada's fall meetings.

Comments:

SP4 Competency Based Assessment (CBA) project

Annual Objectives: 

Accountability: CEO

Strategic Outcomes: 

Weight: 2

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.
-

2021 Objectives:

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

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.

Achievements in Q2:

- A request for proposals was released to translate the Working in Canada seminar.
- Translation work on the full system continued and will be provided to Engineers and Geoscientists BC in Q3.

Achievements in Q3:


- A contractor was retained to produce all of the French videos, quizzes and modules for the Working in Canada seminar, which will be uploaded to EGBC's learning management system.
-

Comments:

OP1 Accreditation

Annual Objectives: 

Accountability: CEAB

Strategic Outcomes: 

Weight: 3

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's "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.

Achievements in Q2:

- The CEAB met virtually on June 5 and 6 and rendered accreditation decisions on ten (10) programs.
- The CEAB also approved an interpretive statement change to provide more flexibility in curriculum design by removing accreditation barriers to integrating multiple concepts across learning activities throughout the curriculum (as requested by the Engineering Deans Canada (EDC), approved the new definition of engineering design (for approval by the Engineers Canada Board), approved the 30 by 30 report for Consultation, and approved a guide on virtual visits as well as the required visit materials report.
- Attended Dean's Liaison and EDC meetings in May.


Achievements in Q3:

- The CEAB met on September 18 and made decisions regarding five (5) programs, and approved recommended changes to the materials that programs are required to submit for an accreditation review. The final recommendations and the report from the consultation on this topic are posted on our [website](#).
 - The accreditation criteria and procedures, questionnaire, and visit team report template for the 2022/2023 visit cycle were all completed and approved by the CEAB's Policies & Procedures committee.
 - Over the summer, training for virtual visits was provided to the CEAB, to HEIs, and to all visit team members. Virtual visits are currently underway.
-

Comments:

OP2 Regulator relationshipsAnnual 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 (EDI); 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.

Achievements in Q2:

- Held CEO Group meeting in May – discussion included: EDI training and the 30 by 30 initiative, the new accreditation strategic priority, an update from Engineering Deans Canada (EDC), a trademark and copyright licence with the Regulators, the International Engineering Alliance (IEA) meeting, and updates on Engineers Canada projects, working groups and officials groups.
- Held one (1) NDEOG meeting – discussion included: the NMDB improvement project, the new Professional Governance Act in BC, enforcing proper use of title and improper use of title in job ads and with federal government employees, and a Consultation with the CEQB.

Achievements in Q3:


- Held CEO Group meetings in July and September. Discussions included: office re-opening plans, cyber security, practice rights for technicians, the implementation of competency-based assessment, CEQB consultations, EDI training, and licensure in accredited programs. Engineers Canada also provided updates on both strategic and operational work from the past year, and offered insight into the 2025-2027 strategic planning process.
- Held NAOG annual meeting in September. Discussions included: sharing recent happenings including successes and challenges, virtual technical examinations, and potential collaborative work on language benchmarking. The group also received updates from Engineers Canada on the CEQB, international mobility, and the 2022-2024 strategic priority to *Strengthen Collaboration and Harmonization*.

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.

Achievements in Q2:

CEQB:

- The CEQB met virtually on April 10 and approved the revised software engineering syllabus, and the draft general direction for a guideline for engineers and engineering firms on workplace gender equity for Regulator Consultation.
- Urban Systems was selected to support the development of the new guideline on indigenous consultation and engagement, and they commenced work with the Practice Committee, who will oversee this work.
- Keith Johnson Consulting was selected to support the development of the new feasibility study on alternative methods of academic assessment for non-CEAB applicants and they commenced work with the Task Force overseeing this work.

CEO:

- Requirements gathering for the new NMDB was completed with the vendor and Regulators.

Achievements in Q3:

CEQB:

- The CEQB met virtually on September 19th and approved consultation on two syllabi (materials and aerospace/aeronautical) and on one general direction document for the feasibility study on alternative methods of academic assessment for non-CEAB applicants. They also approved the finalized general direction on workplace gender equity, under the revised title “Guideline for engineers and engineering firms on equity for women in the workplace.”
- Held four (4) regional gatherings and two (2) national gatherings to inform the content of the new guideline on indigenous consultation and engagement.
- Held three (3) national workshops with Regulator staff and volunteers to inform the content of the new feasibility study on alternative methods of academic assessment for non-CEAB applicants.
- Initiated the consultation on aerospace/aeronautical and materials engineering syllabi, and on the general direction document for the feasibility study on alternative methods of academic assessment for non-CEAB applicants.
- A consultant was hired to support the work of the Software Engineering Task Force to interview practicing software engineers for the purpose of obtaining information about practice in this area for the revised guideline, as requested by Regulators.

CEO:

- Hosted a webinar with lawyer Cathi Mietkiewicz for Regulators, titled “From social media postings to a failure to comply with CPD: Recent case law of interest to engineering regulators.”
- Concluded contract negotiations for the development of an improved National Membership Database (NMDB).
- Hosted further requirements-gathering sessions, in respect of the NMDB, with the National Admissions Officials Group (NAOG).


Comments:

OP4 National programs

Accountability: CEO

Weight: 1 (lowest)

Annual Objectives: 

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.

Achievements in Q2:

- The market exercise and renewal process in collaboration with Marsh for D&O/E&O and Commercial Crime is complete. The insurance coverages renewed on July 1, 2021, with the current insurers, Victor and AIG, with lower than the market trend rate increases. Engineers PEI acquired Commercial Crime coverage.
- Monthly Home/Auto insurance participation reports monitored.
- Semi-annual reporting meetings with Canada Life, Manulife, and TD Insurance held and the CEO meeting summaries distributed to the Regulators.
- Social media awareness campaign for SPLIP was successful in driving an increase in traffic to the SPLIP pages (general SPLIP pages and whistleblower page) of the Engineers Canada website. Based on learnings, the Fall campaign will use Facebook and LinkedIn.

Achievements in Q3:


- Monthly Home/Auto insurance participation reports monitored.
- Semi-annual reporting meetings with Canada Life, Manulife and TD Insurance were scheduled for Q4.
- Social media awareness campaign for SPLIP was launched, using Facebook and LinkedIn. Materials distributed to participating Regulators for their use.

Comments:

- The objective to review the negotiated retention agreement for the Accident & Sickness / Professional Retiree program and the Term Life program has been moved to Q4 to complete this work simultaneously with Aon, our consultant on both programs.

OP5 Advocating to the federal governmentAnnual 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.

Achievements in Q2:

- Published a report on the *Federal Budget 2021 Highlights and Analysis*.
- Submitted comments to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities regarding the *Review of the Employment Insurance Program*.

- Met with parliamentarians, including cabinet and shadow cabinet Ministers, parliamentary secretaries, 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.
- Published new National Position Statements on the topics of the *Role of engineers in Canada's long-term economic recovery*; *Building Canada's high-speed broadband through a sustainable digital infrastructure*; and *Professional practice in biotechnology*.
- Published a series of interviews with engineers who hold roles within public offices to promote the important role that engineers play in society.

Achievements in Q3:


- Met with parliamentarians, including cabinet and shadow cabinet Ministers, the Office of the official opposition, parliamentary secretaries, 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.
- Submitted comments to Infrastructure Canada regarding the *National Infrastructure Assessment: "Building the Canada we want in 2050."*
- Submitted comments to the House of Commons Standing Committee on Finance regarding the *pre-Budget consultations in advance of the 2022 budget*.
- Submitted comments to Natural Resources Canada regarding their *People-Centred Just Transition Discussion Paper*.
- Prepared a letter to congratulate the newly appointed Governor General of Canada, Mary Simon, outlining our key policy areas.
- Published new National Position Statements on the topics of *Immigration and foreign qualifications recognition*, and *Qualifications to provide engineering expertise to panels and boards under federal jurisdiction*.

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.

Achievements in Q2:

- Delivered the report on emerging, contemporary, and overlapping areas of engineering practice to the CEOs.
- Distributed the final English versions of the research papers on non-practising status and entity regulation to Regulators and started translation for posting to the Engineers Canada website.

Achievements in Q3:


- Selected topics for the 2022 research papers with the CEOs. The 2022 papers will cover energy engineering and the implications of multi-disciplinary engineering practice.
-

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.


Achievements in Q2:

- Participated in IEA annual meeting with the new International Mobility Advisory Group made up of Regulator representatives.

Achievements in Q3:

- Released an RFP for a back-end technology tool to support the maintenance of the mobility register – a requirement of our membership under the APEC and IPEA engineers' agreements.
- Submitted our Washington Accord monitoring review report and finalized all logistics for the virtual visits from three (3) Washington Accord representatives in the fall.

Comments:

OP8 Promotion and outreachAnnual 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.

Achievements in Q2:

- NEM report completed and distributed to Regulators' outreach staff.
- Worked with Regulators' outreach staff to establish common goals and objectives for outreach and engagement by target audience and developed working groups to identify opportunities for collaboration by target audience.
- Secured a three-year Natural Sciences and Engineering Research Council (NSERC) PromoScience grant in support of the Future City program.
- 2021 award recipients were selected and a promotional campaign undertaken. The campaign is ongoing until late August.

Achievements in Q3:


- As part of increasing collaboration amongst Regulator outreach and engagement staff, the Digital Engagement Working Group was renamed the National Outreach Working Group and it created two sub-committees based on the target audience. The sub-groups met three (3) times and have confirmed their collective goals and objectives.
 - An RFP for the creation of a benchmark report was released, with proposals being evaluated early in Q4.
-

Comments:

- The objective to 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 has been delayed based on consultations with the National Outreach Working Group's request to add to the project's initial scope. This report will be complete and ready for distribution in Q2 of 2022.
-

OP9 Diversity and inclusionAnnual 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 (IAC) meeting and discussion on the draft Indigenous engagement plan on building relationships with Indigenous organizations and engineers.


Achievements in Q2:

- As part of the goal to improve reporting on Indigenous engineers and students, Big River Analytics was hired to conduct primary research and launched the pilot data collection on Indigenous engineering professionals project with three (3) Regulators: Engineers and Geoscientists BC, APEGS, and Engineers Geoscientists Manitoba.
- Expanded the IAC from five (5) members to ten (10) to increase representation from diverse geographic and Indigenous backgrounds. The IAC and the Manager, Equity, Diversity, and Inclusion (EDI) advised on the CEQB Indigenous guideline.
- Facilitated Engineers Canada's Decolonizing and Indigenizing Engineering Education Network (DIEEN) meetings and assisted in the Decolonizing Engineering Workshop for the Canadian Engineering Education Association (CEEA) conference.
- Coordinated a joint virtual panel of Indigenous professionals in partnership with the Canadian Urban Institute, the Canadian Institute of Planners, the Royal Architectural Institute of Canada, the Canadian Society of Landscape Architects, the National Trust of Canada, the Urban Land Institute, and the Urban Development Institute.
- Co-hosted a national virtual film screening and fireside chat with renowned Indigenous architect Douglas Cardinal with the Canadian Urban Institute.
- Cultivated a renewed relationship with the Assembly of First Nations (AFN) and held quarterly meetings with Engineers Canada's VP Corporate Affairs and Strategic Partnerships, Manager EDI, and AFN's Director of Infrastructure.

Achievements in Q3:

- Contributed to the survey design and methodology for the survey on Indigenous engineers, being conducted by Big River Analytics with Engineers and Geoscientists BC, APEGS, and Engineers Geoscientists Manitoba.
 - Consulted with Indigenous Advisory Committee on creating Engineers Canada's Indigenous engagement plan on building relationships with Indigenous organizations and engineers. One committee recommendation is to leverage the Progressive Aboriginal Business certification program, available through the Canadian Council for Aboriginal Business.
 - Facilitated Engineers Canada's DIEEN meeting and obtained feedback from members. Survey results indicated the monthly cadence and topics are meeting the needs of the DIEEN members.
 - Participated in CIAC meetings and specifically the planning for the AISES in Canada National Gathering 2022.
 - Provided an Indigenous awareness session for Board Directors through a film screening of 'Waniska' (4 Seasons bonus library) and facilitated post-screening discussion.
-

Comments:

OP10 Protect official marksAnnual 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) new 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).

Achievements in Q2:

- Nineteen (19) letters of consent were issued to applicants in response to requests to incorporate federally.
- Two (2) trademark proceedings were commenced, and there were twelve (12) trademark oppositions underway, with two (2) terminating by the latter part of Q2 due to abandonment of the applications by the owners.
- Partial evidence was prepared and filed in one (1) proceeding, and a teleconference hearing was held on May 10 in respect of Engineers Canada's opposition to the trademark INNOVATION ENGINEERING, owned by Eureka! Institute Inc.
- Two (2) summary expungement proceedings were pending with one terminating and the mark being formally expunged from the Register.

Achievements in Q3:

- Thirteen (13) letters of consent were issued to applicants in response to requests to incorporate federally.
- Three (3) new trademark opposition proceedings were commenced. This was in addition to the ten (10) already pending trademark opposition proceedings.
- One (1) pending summary expungement proceeding ended with a decision to expunge being made (subject to a two-month appeal period).
- The Trademarks Opposition Board released its decision in respect of Engineers Canada's opposition to the INNOVATION ENGINEERING trademark, finding in Engineers Canada's favour. The trademark application was refused.

Comments:

Draft MINUTES OF THE 210th ENGINEERS CANADA BOARD MEETING

October 1, 2021, 10:00am-5:00pm (ET) via zoom

The following Directors were in attendance	
D. Chui, President (Chair), PEO J. Boudreau, Past President, APEGNB A. Anderson, Engineers Yukon N. Avila, APEGA A. Baril, OIQ M. Belletête, OIQ V. Benz, APEGA G. Connolly, Engineers PEI A. English, Engineers & Geoscientists BC N. Hill, PEO	S. Holmes, APEGS T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO D. Spracklin-Reid, PEO M. Sterling, PEO N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
The following Directors sent regrets	
A. Arenja, PEO K. Baig, President-Elect, OIQ	S. Jha, NAPEG J. Tink, APEGA
The following CEO Group Advisor was in attendance	
K. King, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
F. George, Chair, CEQB P. G. Lafleur, Chair, CEAB	G. McDonald, CEO E. Spence, General Counsel and Corporate Secretary
The following observers were in attendance	
C. Bellini, President, PEO J. Bradshaw, CEO & Registrar, PEGNL E. Coles, President, Engineers PEI L. Daborn, CEO, APEGNB K. Darr, President, APEGS K. Deluzio, EDC L. Doig, President-Elect, APEGA J. Hazenberg, President, NAPEG K. Hogan, President, Engineers Yukon J. Landrigan, Executive Director & Registrar, Engineers PEI J. Mann, President, Engineers Geoscientists MB P. Mann, CEO Engineers Nova Scotia	V. McCormick, Executive Director & Registrar, NAPEG B. McDonald, Executive Director, APEGS D. McLean, President, Engineers Nova Scotia J. Nagendran, Registrar & CEO, APEGA W. O'Keefe, Chair-Elect, PEGNL C. Park, Vice President, Engineers & Geoscientists BC B. Pearse, President, APEGA L. Spence, President, Engineers & Geoscientists BC M. Stothart, President, APEGNB M. Williams, Vice President, NAPEG H. Yang, Incoming CEO & Registrar, Engineers & Geoscientists BC J. Zuccon, CEO & Registrar, PEO
The following staff were in attendance	
J. Christou, Planning, Event, and Change Practitioner S. Francoeur, Director, Human Resources R. Gauthier, Executive Assistant B. Gibson, Manager, Communications C. Mash, Governance Administrator D. Menard, Director, Finance R. Melsom, Manager, CEQB D. Menard, Director, Finance	S. Oren, Executive Assistant S. Price, Executive Vice President, Regulatory Affairs C. Polyzou, Manager, Diversity, Equity, and Inclusion L. Scott, Manager, Membership Services J. Southwood, VP, Corporate Affairs & Strategic Partnerships J. Taylor, Manager, Public Affairs M. Warken, Manager, CEAB

1. Opening

1.1 Call to order and approval of agenda

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

Motion 2021-10-1D

Moved by A. Baril, seconded by M. Wrinch

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

Carried

Participants were reminded of the meeting rules as included in the agenda book.

D. Chui shared a safety minute with the Board, focused on ladder safety protocols to avoid a fall.

D. Chui also presented a diversity moment to bring awareness to colour blindness as it relates to race, noted as a common roadblock to equity, diversity, and inclusion. Pretending not to see colour or diminishing the existence of the societal construct of race disregards the bias, prejudice, and racism experienced by many people of colour, including Indigenous, Black, Asian, and Latinx people. Using a phrase like “we don’t see colour” deflects from the issues and negates the importance of discussing deep-seated racial biases that exist in our society today. Participants were reminded when working within teams to honor and celebrate the differences, and to show curiosity and respect for other cultures and backgrounds to ensure no one feels invisible. Colour blindness toward race (using phrases like “I don’t see color—only people” or “Talking about race only makes the problem worse”) does not help address the existing inequalities and structural racism that exist around us.

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 demonstrating all work completed. 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. The following was confirmed:

- The International Engineering Alliance (IEA) agreed, as of January 2021, to accept Engineers Canada’s status under the International Professional Engineers Agreement (IPEA) and Asia-Pacific Economic Cooperation Engineers Agreement (APEC) until 2025.
- A report on the decisions that took place during the June 2021 IEA subgroup meetings (IPEA and APEC) was circulated and will be re-forwarded to those interested.

2.2 CEO update

In addition to the weekly updates provided to stakeholders by email, G. McDonald highlighted the following:

- The office re-opened on September 13 and on average, 10-15 employees work in the office each day. The revised telework policy was well received, and several staff continue to work from home.
- The gold level certification received from Excellence Canada was a proud moment for the organization.

N. Hill further noted the summer session on case law in professional regulation (*From social media postings to a failure to comply with CPD: Recent case law of interest to engineering regulators* with lawyer Cathi Mietkiewicz), which is part of the work on fostering relationships between Regulators (OP2), as a helpful development opportunity that provided relevant tools.

No questions were received.

2.3 Q2 Interim Strategic Performance Report to the Board

The Q2 report was pre-circulated, and G. McDonald reported that all objectives are on track. Some of the strategic outcomes are slightly delayed, mostly due to COVID-19 related occurrences, and there may be some resulting work that is completed early Q1-2022. No questions were raised.

2.4 CEO Group report

L. Daborn provided the update on behalf of the group from their September meetings. Representation was present from all Regulators. It was noted that J. Nagendran will be filling the role on the Public Affairs Advisory Committee (PAAC). B. McDonald's career was celebrated, and he was wished well for his next chapter following retirement.

The CEO Group's presentation slides will be shared on the meeting document webpage.

2.5 Presidents Group report

L. Spence provided the update on behalf of the group from their September meeting. Representation was present from all Regulators except for OIQ. The following discussion was captured:

- National messaging – The communications officials' group was highlighted as an opportunity to gather the Regulator staff working in this area to discuss consistent messaging across Canada on issues affecting the profession. This group has been active in the past but have not recently held any meetings. Further opportunities for collaboration in communications will be arising over the next year with the development of the national campaign to reinforce trust and the value of licensure.
- Iron ring ceremony – Given that concerns have been raised about the messaging used in some iron ring ceremonies, the Presidents Group wanted to better understand the Regulators' relationship and role on this matter. G. McDonald noted that this activity is not part of Engineers Canada's responsibilities, and that Regulator relationships with camps differ across the country. D. Nedohin-Macek added that the language used in ceremonies is not consistent across the country, and that each camp has the latitude to change. For example, in Manitoba the language is inclusive, with some of the religious overtones having been removed. Since some Engineers Canada Board Directors (current and past) are involved as wardens or alternate wardens, there is opportunity for the Board to have more discussion on this topic, which may affect change. D. Nedohin-Macek further reported, later in the meeting and following a communication with the Corporation of the

Seven Wardens, that since the issues at Camp 5 were reported in early 2020, a renewed group of wardens and alternate wardens have been secured. Several online ceremonies have taken place within Camp 5 since the change in leadership. Following their attendance at one of these ceremonies earlier in 2021, the Corporation of the Seven Wardens is of the opinion that Camp 5 is making significant improvements and addressing the concerns that were raised.

The Presidents Group presentation slides will be shared on the meeting document webpage.

3. Consent agenda

3.1 Approval of minutes

- a) THAT the minutes of the May 28, 2021 Board meeting be approved.
- b) THAT the minutes of the June 14, 2021 Board meeting be approved.

3.2 Approval of committee work plans

- a) THAT the Board approve the 2021-2022 Finance, Audit, and Risk Committee work plan.
- b) THAT the Board approve the 2021-2022 Governance Committee work plan.
- c) THAT the Board approve the 2021-2022 Human Resources Committee work plan.

3.3 National Position Statements

- a) THAT the following updated National Position Statements be approved:
 - i. Qualified Person vs Professional Engineer
 - ii. Science, Technology, Engineering, and Mathematics (STEM) Education

Motion 2021-10-2D

Moved by K. Reid, seconded by T. Joseph

THAT the consent agenda motions, less motion 3.3(a)(i), be approved.

Carried

T. Joseph raised a concern with the purpose of the National Position Statement on Qualified Person vs Professional Engineer (“the NPS”), suggesting that it may be adding confusion to an existing issue. There are two national regulatory instruments (43-101 and 51-101) where the term “qualified person” specifically refers to a professional geologist. Many engineers operate in the geoscience community and are under the impression that they are qualified persons to sign these instruments. However, if the individual is not in fact a professional geologist, this results in legal issues, or disruption of the work, once discovered. G. McDonald responded that the NPS was specifically drafted to alleviate this type of confusion. Engineers Canada is recommending to the federal government that they avoid using the non-specific term “qualified persons” in legislation, and instead state “professional engineer licensed with a provincial or territorial engineering regulatory body” if that is the requirement. The NPS further recommends that this apply to other regulated professions as well, so that the specific professional, instead of a general term, be applied as necessary. It was further reported that as a result of the confusion on these national instruments, the Canadian Securities Administrators worked with Engineers Canada and Geoscientists Canada on this matter and delivered, within the last year, a presentation to address these national instruments. Both licensed engineers and geoscientists from across Canada were invited to the session to promote clarity. T. Joseph further noted that specifically, engineers who are working in the geostatistical field can sign on these instruments and currently, there is no engineering discipline that is regulated in this area.

Motion 2021-10-3D

Moved by T. Joseph, seconded by M. Wrinch

THAT the Qualified Person vs Professional Engineer National Position Statement, be approved.

Carried

4. Board business/required decisions

4.1 Draft budget (presented as information for discussion)

N. Hill presented the draft budget. The following discussion was captured:

- Table 2 was noted as confusing, because the corporate services total listed is not the same as what is included under operating expenses in table 1. Although the corporate services budget ultimately includes all staff salaries (“Human Resources” cost element in the portfolio details analysis (PDA) sheet), for the purpose of table 2, only the staff costs directly related to achieving the work of corporate services are included in the “HR components” column. The total corporate services budget consists of the corporate services expenses listed in table 2, in addition to the total HR component for the entire organization. The terminology in table 2 of the budget memo will be clarified.
- Although it appears that the CEQB budget is being reduced in 2022, S. Price explained that the decrease in projected expenses is due to timing of projects. The CEQB’s meeting costs do not change year to year, but the consultant fees fluctuate depending on the stage of the work. Many of the CEQB’s work plan items began in 2021, and the preliminary project expenses, which tend to be the highest, were incurred in the 2021 budget.
- Regulators have demonstrated support for development or review of guidelines that the CEQB does not currently have the staffing capacity to support. Although the CEQB has had up to three (3) staff resources in the past, it was noted that these individuals had other responsibilities in addition to supporting the CEQB.
- Two minor clarifications were requested for the budget presentation in December:
 - The roll out of the marketing campaign will take place in late 2022 or early 2023.
 - The April Board meeting is a virtual event.

Regarding the proposed reduction in the Per Capita Assessment Fee (PCAF):

- To address the potential risk that the Members may not support an increase in the PCAF following the approval to lower it, communications to Members would highlight that this is a temporary measure that is reviewed annually.
- It was clarified that operating expenses increase by 2 per cent annually, overall. Salaries are not subject to the 2 per cent, given that they depend on external factors including government policy and salary scales.
- The reduction to \$8.00 is purposefully conservative. KPMG has cautioned against large swings in the PCAF, and it can be further reduced in future years if necessary.
- If unrestricted reserves continue to increase without proper management, Engineers Canada could be considered a for-profit corporation that has decided not to spend. KPMG is satisfied with the tools that Engineers Canada has in place to reduce the reserve levels, including the spending projected for the 2022-2024 Strategic Plan, and the proposed reduction in PCAF.
- The Board discussed using the unrestricted reserves to fund areas experiencing resource constraints. There is a risk that if the PCAF is reduced, and Engineers Canada is no longer able to

serve the needs of the Members, it will be difficult to request an increase. There is merit to accessing the reserves now to demonstrate value.

- The reduction in PCAF is intended not only to lower the reserves, but is also meant to deliver value back to the Regulators.
- The PCAF should not be lowered to the extent that the operational budget cannot be funded without accessing unrestricted reserves.
- PEO will continue to consider their participation in the affinity program annually in November.
- The Board was reminded that the Regulators appreciate lead time so they can consider PCAF adjustments in their own financial planning.
- G. McDonald reminded the Board of the Funding Task Force's recommendation that the budget should not grow past inflation (2 per cent per year), which continues to be followed. Engineers Canada would increase the budget if directed by the Board, but this needs to be confirmed.

FAR will consider the feedback provided in their review of the final budget on October 21.

ACTION: Staff to ensure the risk of the Members not supporting an increase in the PCAF following Member approval of a lower fee is included in the Corporate Risk Profile.

4.2 Board policy updates

M. Wrinch provided an overview of the Governance Committee's recommendations. No questions were raised.

Motion 2021-10-4D

Moved by M. Wrinch, seconded by S. Holmes

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

- ***1.1, History***
- ***2, Definitions***
- ***4.4, Confidentiality***
- ***5.1, Relationship with the Engineering Regulators***
- ***5.2, Treatment of staff and volunteers***
- ***7.7, Investments***

Carried with two-thirds majority

4.3 CEAB volunteer recruitment and succession plan

P. G. Lafleur presented the pre-circulated volunteer recruitment and succession plan. The following discussion was captured:

- In terms of equity, diversity, and inclusion (EDI), the CEAB is focusing on the following:
 - The review of the Policies & Procedures (P&P) Committee's terms of reference is partly focused on EDI. The working group considering this will be providing a report that will be further discussed at the CEAB meeting in February.
 - The CEAB has attended an EDI training session.
- It was clarified that the Director appointee and the new northern representative member are different roles within the CEAB that require two different individuals.
- The CEAB considers the balance of individuals with non-academic and academic backgrounds within its membership (one-third industry and two-thirds academia). Other aspects are also considered including gender balance, diversity, and language that is reflective of the Canadian population as laid out in Board policy 6.9, *CEAB*.

- In response to a question about deans being conflicted when serving on the CEAB and potentially benefitting from changes made at the time of their influence, it was noted that academic background is the only criteria considered for CEAB membership, and not the individual's specific title. When a dean participates at the CEAB table, they act in their capacity as an academic, not a dean. Currently, there are two deans serving on the CEAB. The CEAB follows the Board's conflict of interest policy and CEAB members are aware that they are expected to recuse themselves in any situation where they may incur a conflict.

Motion 2021-10-5D

Moved by T. Joseph, seconded by C. Zinck

THAT the Board approve the 2022-2023 CEAB volunteer recruitment and succession plan.

Carried

4.4 CEQB volunteer recruitment and succession plan

F. George presented the pre-circulated volunteer recruitment and succession plan. No questions were raised.

Motion 2021-10-6D

Moved by C. Zinck, seconded by A. English

THAT the Board approve the 2022-2023 CEQB volunteer recruitment and succession plan.

Carried

4.5 Accreditation criteria and procedures

a) Revised definition of "Engineering Design"

P. G. Lafleur presented the change. No questions were received.

Motion 2021-10-7D

Moved by N. Avila, seconded by T. Joseph

THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2022 Accreditation Criteria and Procedures Report:

- i. the revised definition of "Engineering Design" as it relates to Graduate Attribute 4: Design and criterion 3.4.4.5***

Carried

b) Revised appendices 10 and 16

P. G. Lafleur presented the recommended changes. No questions were received.

Motion 2021-10-8D

Moved by J. Boudreau, seconded by M. Wrinch

THAT the Board, on recommendation of the CEAB, approve the following, for inclusion in the 2021 Accreditation Criteria and Procedures Report:

- i. the revised Appendix 10 (Confidentiality: policies and procedures)***
- ii. the revised Appendix 16 (Procedures for formal review of an Accreditation Board decision to deny accreditation)***

Carried

4.6 Delivery format of the late fall (December) Board meetings

G. McDonald presented the rationale for hosting the December meetings in a virtual-only format, beginning in 2022. No questions were received.

Motion 2021-10-9D

Moved by V. Benz, seconded by J. Boudreau

THAT the Board, on recommendation of the CEO, agree to hold its late fall (December) Board meetings virtually, commencing in 2022.

Carried

5. Reports

Board committees provided updates, with supporting slide presentations made available on the Engineers Canada website.

5.1 CEAB

P. G. Lafleur provided the update on behalf of the CEAB and presented the proposed 2022 work plan that will be considered for approval in December. The following discussion was captured:

- When asked about the risks involved with virtual visits, P. G. Lafleur highlighted the importance of providing advance notice for everyone involved, in addition to ensuring the visiting teams are well trained and the HEIs are well prepared for the visits. Each virtual visit provides more opportunity to understand what is working well and what needs to be improved.
- The P&P Committee is continuing their work on exploring alternative measurements to the currently used accreditation unit (AU). Reporting received to date on this project considers moving from the AU to learning units (LU). LUs would include online and synchronous learning and would be directly related to the learning outcomes achieved. The AU is outdated, and the new measurement will focus on learning outcomes instead of simply seeing content. It is currently projected that an alternative tool to calculate program content will be ready for presentation next year.

5.2 CEQB

F. George provided the update on behalf of the CEQB and presented the proposed 2022 work plan that will be considered for approval in December. The following discussion was captured:

- In working on the new public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement, it was highlighted that the CEQB should be focusing efforts on building relationships with northern indigenous communities, given the unique issues they face. Attendance at workshops to date on this topic have included 51 per cent indigenous representation, with 5 per cent of these individuals representing northern communities.
- Regarding CEQB human resourcing, it was reported that the CEQB has qualified volunteers who are ready and willing to do more, and that additional staff would facilitate these efforts.

5.3 FAR Committee

N. Hill provided the update on behalf of the FAR Committee. No questions were received.

5.4 Governance Committee

M. Wrinch provided the update on behalf of the Governance Committee. No questions were received.

5.5 HR Committee

J. Boudreau provided the update on behalf of the HR Committee. No questions were received.

5.6 Board's 30 by 30 Champion

K. Reid provided the update. A question was raised around evolving gender and Engineers Canada's plans to track data that considers non-binary gender within the 30 by 30 goal. This issue has been integrated into the 30 by 30 sub-strategy, to determine the priority areas that the Regulators would like Engineers Canada to consider in diversity reporting. There are privacy and sensitivity concerns in collecting this type of information, and Engineers Canada will be looking to better understand the challenges and the opportunities through consultation with the Regulators. Additionally, it was noted that some Regulators are already including a non-binary gender option in their information collection.

5.7 Annual advocacy report

G. McDonald presented the annual advocacy report. No questions were received.

6. Other business

No other business was brought forward.

7. Next meetings

The Board discussed the location of the upcoming meetings, and unanimously agreed that the December 13, 2021 meeting would be held virtually.

The Board further discussed the need to develop a policy on how it meets in-person in times when COVID-19 is a threat to consider, which should include vaccine and testing requirements. It was noted that staff, in conjunction with the chairs of the CEQB and CEAB, will soon be meeting to discuss its handling of operational meetings in 2022.

G. McDonald reported that at this stage, Engineers Canada does not have a vaccine policy for staff working in-office. Engineers Canada is not prepared to deal with staff who refuse to get vaccinated, which could result in legal exposure. It was reported that in BC, it has been decided that an unvaccinated person does not have the right to put others at risk, although they do have a right to privacy. If an unvaccinated individual must come to office, the policy is that, at a minimum, they must have a test and demonstrate negative results the same day. Further to this, Engineers & Geoscientists BC (EGBC) sourced a legal opinion on whether they could request vaccine status from staff. It was deemed appropriate, and EGBC staff have since responded to a confidential survey. The next step will be to develop a policy for new hires.

The next meetings are scheduled as follows:

- December 13, 2021 (virtual)
- February 25, 2022 (Ottawa, ON)
- April 6, 2022 (virtual)
- May 27-28, 2022 (Toronto, ON)
- June 13-14, 2022 (Mont-Tremblant, QC)
- October 6, 2022 (Ottawa, ON)

ACTION: Staff to draft an in-person meeting policy for Board consideration at the December meeting.

8. In-camera sessions

8.1 Board Directors, Direct Reports, CEO Group Advisor, and staff

Motion 2021-10-10D

Moved by V. Benz, seconded by A. English

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 2021-10-11D

Moved by V. Benz, seconded by A. English

**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 2021-10-12D

Moved by C. Zinck, 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.**

Carried

9. Closing

With no further business to address, the meeting closed at 4:08pm ET.

Minutes prepared by C. Mash for:

Danny Chui P.Eng., FEC, President

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

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) 2022 work plan		3.2a
Purpose:	To approve the 2022 CEAB work plan	
Link to the Strategic Plan/Purposes:	Strategic priority 2: Accountability in accreditation Operational imperative 1: Accrediting undergraduate engineering education programs Operational imperative 7: International mobility	
Link to the Corporate Risk Profile:	Governance (strategic risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2022 CEAB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation, and Secretary, CEAB	
Presented by:	Pierre G. Lafleur, Chair, CEAB	

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Accreditation Board (CEAB) accredits undergraduate engineering programs and is accountable for parts of the work to manage risks and opportunities associated with mobility of work and practitioners internationally.
- For visibility purposes, a work plan for 2022 is presented for review by the Engineers Canada Board.

Proposed action/recommendation

- That the work plan be approved.

Other options considered:

- No other options were considered, and the work plan reflects the strategic and operational needs of the CEAB.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEAB, one of its three (3) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that accreditation visits are not completed and that stakeholders become frustrated that the CEAB is not fulfilling their mandate. Also, there is a risk that CEAB volunteers might become disengaged, which could negatively affect the timeliness and quality of CEAB work.

Financial implications

- All work plan items are considered in the 2022 proposed budget.

Benefits

- The CEAB will fulfill its mandate to conduct accreditation business and develop and maintain accreditation policies.

Consultation

- On August 18, 2021 the draft 2022 CEAB work plan was circulated to the CEO Group and the National Admissions Officials Group inviting their feedback. Three (3) regulators responded with no feedback.
- The CEAB discussed the work plan at their September 18, 2021 meeting, with no changes suggested.

- The draft work plan was presented to the Engineers Canada Board at their October 1, 2021 meeting, with no changes suggested.

Next steps

- CEAB to execute the work plan.

Appendices

- **Appendix 1:** 2022 CEAB work plan

CEAB work plan 2022

Item		
Accreditation decisions*	Visit date	Decision date (2022)
Concordia University (1 program)	October 24-26, 2021	June
Conestoga College Institute of Technology and Advanced Learning (1 new program)	March 26-29, 2022	June
École de technologie supérieure (7 programs)	October 24-27, 2021	June
École Polytechnique (12 programs)	November 7-9, 2021	June
McMaster University (19 programs; 11 re-accreditation, 8 new)	November 21-24, 2021	June
Thompson Rivers University (1 new program)	January 30-February 1, 2022	June
Université de Moncton (3 programs)	November 14-16, 2021	June
Université de Sherbrooke (8 programs; 6 re-accreditation, 2 new)	October 3-5, 2021	February
Université du Québec à Trois-Rivières (1 program)	February 13-15, 2022	June
Université du Québec en Outaouais (1 program)	February 20-22, 2022 (tentative)	June
University of British Columbia (4 programs; 3 re-accreditation, 1 new)	January 23-26, 2022	June
University of British Columbia - Okanagan (1 new program)	January 30-February 1, 2021	June
University of Ottawa (5 programs)	November 7-9, 2021	June
University of Prince Edward Island (1 program; 1 new location – Cairo campus)	March 19-22, 2022	June
University of Saskatchewan (8 programs)	October 31-November 2, 2021	June
Western University (1 terminating program)	November 29-December 1, 2021	June
University of Windsor (5 programs)	January 29-February 2, 2022	June
International monitoring	Participant(s)	Date
ABET Symposium	TBD	April 7-8
Provision of advice to the delegation to the Washington Accord meetings	CEAB members	June 13-17
Receive and study the findings from Engineers Canada's periodic review	CEAB members	Fall
Mentor CACEI (Mexico) as provisional signatory of the Washington Accord	CEAB members	Ongoing

Criteria and procedures	Responsible	Due date
Implement any changes to criteria, policies, or procedures resulting from the CEAB working groups and task forces in 2021, including (but not limited to): <ul style="list-style-type: none"> • New definition of engineering design • Proposed amendment to Appendix 3 <i>Interpretive statement on licensure expectations and requirements, clauses 8 and 9)</i> • Required visit materials • Appropriate ways within the accreditation process to incorporate the goals of the 30 by 30 initiative • Revised Policies and Procedures Terms of Reference • Revised General Visitor report 	CEAB members	December
Monitor how measures taken by programs to respond to the pandemic challenge are supported by the accreditation criteria	Policies and Procedures Committee	December
Study and prioritize the findings from the first Accountability in Accreditation measurement cycle	AinA Committee Policies and Procedures Committee CEAB	Ongoing
Monitor and support where required the implementation of Tandem for accreditation (Engineers Canada's new web-based data management system)	Policies and Procedures Committee CEAB members	Ongoing
2019-2021 Strategic Priority: Accountability in Accreditation	Responsible	Due date
Report on the second measurement cycle (2021)*	AinA Committee	September
Begin and monitor data collection for third measurement cycle	AinA Committee	April
2022-2024 Strategic plan	Responsible	Due date
Monitor and contribute when/how requested	CEAB members	Ongoing

*The 2021/2022 accreditation visits will be conducted using a virtual format.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) 2022 work plan		3.2b
Purpose:	To approve the 2022 CEQB work plan	
Link to the Strategic Plan/Purposes:	Operational imperative 3: Providing services and tools that: enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada	
Link to the Corporate Risk Profile:	Governance (strategic risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2022 CEQB work plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB	
Presented by:	Frank George, Chair, CEQB	

Problem/issue definition

- As mandated by Engineers Canada's purposes, the Canadian Engineering Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- One item has been added to the work plan following its original presentation in October: the review of the mechanical engineering syllabus. This item was not included in the 2022 work plan consultation, but as NAOG has routinely supported all syllabi that come up for review, it is expected that this amendment will be supported and well-received.
- For visibility purposes, a work plan for 2022 is presented for review by the Engineers Canada Board.

Proposed action/recommendation

- That the work plan be approved.

Other options considered:

- No other options were considered, as the work plan reflects feedback received directly from the Regulators.

Risks

- Without having reviewed and approved the work plan, the Engineers Canada Board is unable to monitor the work of the CEQB, one of its three (3) Direct Reports, resulting in diminished Regulator confidence.
- If the work plan is not approved, there is a risk that:
 - Regulators will be frustrated that Engineers Canada does not follow Regulators' guidance, which could negatively affect their responsiveness when providing consultation feedback and their use of CEQB products.
 - CEQB volunteers who have contributed to its development may also become disengaged, which could negatively impact the timeliness and quality of products.

Financial implications

- All work plan items are considered in the 2022 proposed budget.
- Currently, there is a lack of staff resources to undertake the development of a guideline on fitness to practice that also received interest from the officials groups and CEO Group. The CEQB is in support of doing the additional work as well, provided that additional resources can be made available.

Benefits

- The CEQB will provide services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada, and which serve the needs of Regulators.
- Engineers Canada's strategic and operational priorities relating to diversity of the profession specifically for women and indigenous peoples will be advanced through the development of these guidelines.

Consultation

- All received feedback and responses are available in Appendix 1.
- The draft workplan was presented to the Engineers Canada Board at their October 1, 2021 meeting.

Next steps

- CEQB to execute the work plan.

Appendices

- **Appendix 1:** Feedback received on the 2022 work plan from officials groups and CEO Group
- **Appendix 2:** 2022 CEQB work plan

Feedback Received and Responses from the CEQB on its 2022 Priorities

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
New Public guideline on fitness to practice	NAOG defers feedback on the issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials noted that they are highly interested in the guideline on fitness to practice being completed as this is an area that they currently have limited guidance on. However, they did note that many regulators do not currently have provisions in place to actually act on concerns related to fitness to practice. Therefore, NPOG had concerns on this guideline being made public given it may give the impression to the public that regulators are able to act in ways they are not currently able to. Therefore, the Practice officials would like to ask that this guideline be made a priority for 2022 but only be made available for regulators at this time.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2022 workplan.	We have capacity to take on one of two new guidelines in 2022. CEQB will prioritize this or the New public guideline on whistle blowing (duty to report) according to resources and CEOG interest.	While the majority of CEOs support work on a duty to report guideline, there was some interest in this because of substantial issues emerging in this area (e.g. life members, practicing vs non-practicing, substance abuse and investigation, etc.). Ultimately, given forthcoming legislative and regulatory developments in this area known to be coming, the CEOs decided that this work would be better timed for a future work plan.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
New Public guideline on whistle blowing	NAOG defers feedback on this issue to the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	The Practice officials would also like to see the proposed public guideline on whistle blowing being made a priority. The Practice officials agree that this is an important topic for the profession to be aware of and to showcase to the public that we take whistle blowing seriously. With that said, the Practice officials feel as though the term "whistle blowing" should be renamed to "duty to report" to ensure it is aligned with the terminology already being used by the regulators.	The Discipline and Enforcement officials noted that they are primarily interested in the guideline on fitness to practice and the new guideline on whistle blowing and asked that both proposed guidelines be made a priority for the QB's 2022 workplan.	We have capacity to take on one of two new guidelines in 2022. CEQB will prioritize this or the New guideline on fitness to practice according to resources and CEOG interest.	CEOs recommend prioritizing this work for 2022, and indicated several areas that would be valuable to explore: how to manage "informal" reporting, how to properly protect whistleblowers, and issues around reporting non-technical workplace issues. They also noted the high value of this guideline for helping promote public trust in the profession.	Based on consultation feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
Research paper on Canadian engineers working internationally	We understand that the document was not final at the time of consultation on April 15 th and that a third new proposed priority on a research paper on Canadian engineering working internationally has since been added. While the group did not discuss this priority as a group, the topic of Canadian engineers working internationally is not directly within the Admissions officials regulatory area and therefore, we would defer feedback on this issue to our cohorts in the National Practice Officials and/or the National Discipline and Enforcement Officials Groups.	Due to its correlation to the Practice officials work, the Practice officials are also interested in the research paper on Canadian engineering working internationally being conducted.	The Discipline and Enforcement officials are also interested in the research paper on Canadian engineers working internationally and the potential challenges they/their businesses may encounter to understand their legal, ethical and professional obligations and associated risks for work performed abroad. However, we would ask that the other two guidelines be prioritized first, and this research paper only be made a priority if there is sufficient capacity.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2012 Public guideline on the practice of engineering in Canada	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2013 Public guideline on the professional practice examination	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2013 Public guideline on good character	NAOG would request that the 2013 Public guideline on good character be reviewed particularly as there may be some revisions needed given the increased dependency in 2020-2021 on virtual and remote engineering work, study and/or applications. For example, NAOG officials have noticed several instances of validator fraud being found in the Pan-Canadian competency-based assessment system whereby applicants have been found potentially creating fake emails and accounts to essentially 'self-validate' their work experience. Furthermore, there are other opportunities whereby individuals may be cheating and/or seeking aid in virtually administered examinations or other admissions related requirements and processes. Due to instances such as these, we believe this guideline may need some necessary updating for the current (and future) virtual landscape.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	CEOs support the review of this guideline in 2022 above the other two options, particularly given its potential to aid in issues around interprovincial transfers. Additionally, some provinces do not have a legislative basis on which to assess good character so this work would assist them.	Based on consultation feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2014 Public guideline: Conflict of interest	No comment was provided.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	Defer until 2023.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2014 Regulators guideline: Principles for character investigations	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Public guideline on assuming responsibility for the work of engineers-in-training	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Public guideline on the code of ethics	No comment was provided.	Of the guidelines that are proposed to be reviewed, the Practice officials are the most interested in this guideline being made a priority.	No comment was provided.	We have capacity to take on one of the three reviews. Asking for the CEOG's input as to which one.	CEOs expressed some interest in this guideline, but ultimately felt that the review of the Public guideline on good character would provide more value for the reasons stated above and because of its greater potential to instill public confidence (i.e. it's a very tangible topic).	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2016 Public guideline on sustainable development and environmental stewardship for professional engineers	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2016 Regulators guideline on returning to active practice	No comment was provided.	No comment was provided.	No comment was provided.	Will not pursue in 2022.	No comment was provided.	Will not pursue in 2022.
2007 Building engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Deferred to 2023 due to resource constraints.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
2011 Complementary studies syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Chemical engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.

Topic / Proposed priority	NAOG Feedback	NPOG Feedback	NDEOG Feedback	QB's Response	CEOG Feedback	Final QB's Response
2016 Electrical engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Mechatronics engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Will add to 2022 Work plan depending on CEOG support.	No comment was provided.	Based on officials feedback and available resources, recommend adding this item to the 2022 work plan.
2016 Naval Architectural engineering syllabus	NAOG is in support of the QB reviewing all the listed syllabi.	No comment was provided.	No comment was provided.	Deferred to 2023 due to resource constraints.	No comment was provided.	CEQB will not pursue due to resource constraints at this time. Defer until 2023 work plan.
General Suggestion(s)	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.	No comment was provided.

CEQB work plan 2022

As mandated by the purposes of Engineers Canada, the Qualifications Board (CEQB) develops and maintains national guidelines, papers, and examination syllabi that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. The purpose of this document is to highlight current 2021 priorities that will be carried forward in 2022 and propose 2022 priorities based on received feedback from officials groups.

A. Carried forward from 2021 priorities

Item	Requested by	Date of request	Anticipated completion
Reviewing the 2016 Engineers Canada paper on software engineering	NDEOG	2020	April 2023
Creating a new public guideline for engineers and engineering firms on the topic of workplace gender equity	Engineers Canada Board	2019	December 2022
Creating a new public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement	Engineers Canada Board	2019	October 2023
Creating a feasibility study on Alternative Methods of Academic Assessment for Non-CEAB Applicants	Engineers Canada Board (expanded by NAOG)	2020	October 2023
Revising 2004 Agricultural/ biosystems/ bioresource/food engineering syllabus	NAOG	2019	April 2022

B. Additional 2022 priorities based on consultation results

Item	Requested by	Date of request	Anticipated completion
Creating a new public guideline on duty to report / wrongdoing	NDEOG & NPOG	2021	October 2024
Revising 2013 guideline on good character	NAOG & NPOG	2021	September 2022

C. Ongoing review of examinations syllabi and associated textbooks

Item	Anticipated completion
2016 Chemical Engineering	September 2022
2011 Complementary Studies	January 2023
2016 Electrical Engineering	September 2022
2016 Mechatronics Engineering	September 2022
2016 Mechanical Engineering [added since initial distribution in October]	September 2022

BRIEFING NOTE: For decision

Canadian Engineering Accreditation Board (CEAB) leadership		3.3
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEAB for the period July 1, 2022 to June 30, 2023	
Link to the Strategic Plan:	Operational Imperative 1: Accreditation	
Link to the Corporate Risk Profile:	Governance functions (strategic)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the CEAB leadership for the period July 1, 2022 to June 30, 2023:</i></p> <p><i>a) Pemberton Cyrus as Vice-Chair;</i></p> <p><i>b) Paula Klink as Chair; and,</i></p> <p><i>c) Pierre Lafleur as Past Chair.</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Tim Joseph, Senior Director Appointee, CEAB	

Problem/issue definition

- As per the [Board Policy 6.9, Canadian Engineering Accreditation Board \(CEAB\)](#), subsection 6.9.4(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.”
- Regulator support was previously received from OIQ for Pierre Lafleur’s nomination, and from PEO for Paula Klink’s nomination. Engineers Nova Scotia’s support for Pemberton Cyrus was received by email prior to his election in September, 2021.

Proposed action/recommendation

- That the Board approve the nominations and appoint all members 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 high level of knowledge and experience in their leadership, who have the support of their members.

Consultation

- Regulator support was received for all three (3) nominees.

Next steps (if motion approved)

- The chair of the Nominating Committee, senior Director appointee Tim Joseph, will advise the individuals of their appointments.

Appendices

- None.

BRIEFING NOTE: For decision

Canadian Engineering Qualifications Board (CEQB) leadership		3.4
Purpose:	To appoint the Vice-Chair, Chair, and Past Chair of the CEQB for the period July 1, 2022 to June 30, 2023	
Link to the Strategic Plan:	Operational Imperative 3: Providing services and tools	
Link to the Corporate Risk Profile:	Governance functions (strategic)	
Motion(s) to consider:	<p><i>THAT the Board approve the appointment of the Qualifications Board leadership for the period July 1, 2022 to June 30, 2023:</i></p> <p><i>a) Frank Collins as Vice-Chair;</i></p> <p><i>b) Margaret Anne Hodges as Chair; and,</i></p> <p><i>c) Frank George as Past Chair.</i></p>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and CEQB Secretary	
Presented by:	Chris Zinck, Senior Director Appointee, CEQB	

Problem/issue definition

- As per the [Board Policy 6.10, Canadian Engineering Qualifications Board \(CEQB\)](#), subsection 6.10.4(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.”
- Regulator support was previously received from APEGS for Margaret Anne Hodges’ nomination, and from APEGA for Frank George’s nomination. APEGNB’s support for Frank Collins was received by email prior to his election by acclamation in September, 2021.

Proposed action/recommendation

- That the Board approve the nominations and appoint all members 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 high level of knowledge and experience in their leadership, who have the support of their members.

Consultation

- Regulator support was received for all three (3) nominees.

Next steps (if motion approved)

- The chair of the Nominating Committee, senior Director appointee Chris Zinck, will advise the individuals of their appointments.

Appendices

- None.

BRIEFING NOTE: For decision

2022 budget and 2024 Per Capita Assessment		4.1
Purpose:	To approve the 2022 budget and recommend the amount of the 2024 Per Capita Assessment Fee to the Members	
Link to the Strategic Plan/Purposes:	Board responsibility 1: Hold itself and its Direct Reports accountable Board responsibility 3: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Long-term financial viability (strategic risk)	
Motions to consider:	<ol style="list-style-type: none"> 1. THAT the Board, on recommendation of the FAR Committee, approve the 2022 budget, including an operational budget of \$11.5M 2. THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2024 Per Capita Assessment Fee be set to \$8.00 per registrant. 	
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw	
Transparency:	Open session	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	Nancy Hill, Director from Ontario, and Chair of the FAR Committee	

Problem/issue definition

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan.
- As per article 7 of the [Bylaw](#), the Board is also required, by January 2022, to recommend to the Members the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2024. The PCAF is a key source of revenue required to support the operational work of Engineers Canada and sustain the unrestricted net assets.

Proposed action/recommendation

- Approve the proposed 2022 budget and authorize the use of reserve funds.
- Recommend the 2024 PCAF to the Members, for their review and approval at the 2022 annual meeting of Members (AMM).

Other options considered

- None.

Risks

- The budget must align with the priorities established by the Board and Members, and address Regulator needs.
- The PCAF must support ongoing operations while being adjusted so as not to allow the unrestricted net assets of Engineers Canada to grow unconstrained and risk losing status as a not-for-profit.

Financial implications

- The proposed 2022 budget is a deficit budget of \$2,888,418 with revenues of \$11.0 million and total expenses at \$13.9 million. \$2,422,102 of total spending relates to significant projects, which are to be funded by drawing down unrestricted net assets (reserves).
 - With significant projects excluded, the operating budget is in a \$466,310 deficit position.

- Revenues are to see an increase of \$4,480 compared to the 2021 budget.
- The 2022 operating expenses are \$11.5 million, a 4% increase from 2021 (operating expenses of \$11.06 million).
 - At the October 1 Board meeting, the Board considered the level of reserves and discussed areas of organizational resource constraint that could benefit from additional spending. Thereafter, the Board directed the CEO to deliver options for additional spending in 2022, in an effort to address these concerns. The operational budget being presented today includes the costs of bringing on additional resources in three key areas (as more fully described in appendix 3).
- The reduction in the 2024 PCAF is estimated to reduce revenue by \$674,000.

Benefits

- The approved budget will assist in guiding resource allocation and measurement in achieving the priorities as outlined in the 2022-2024 Strategic Plan.
- The proposed 2024 PCAF will maintain unrestricted net assets above their \$1M limit and support operational spending in 2024.

Consultation

- The budget was developed by staff and validated by the CEAB and CEQB chairs, and the senior leadership team at Engineers Canada.
- The FAR Committee has reviewed the final proposed 2022 budget.
- The recommended 2024 PCAF is based on projected revenue and expenses for 2022, 2023, and 2024. The FAR Committee has reviewed and approved this recommendation.
- Both the 2022 budget and the recommended 2024 PCAF were presented to the Board at the October 1, 2021 meeting. Directors have had the opportunity to consult with their councils and provide feedback since then.

Next steps (if motion approved)

- The CEO will report on financial status of the overall budget and the projects funded from reserves at the regularly scheduled Board meetings in 2022.
- Members will be immediately informed of the proposed 2024 PCAF and this item will be placed on the May 2022 AMM agenda for approval.

Appendices

- **Appendix 1:** Budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets
- **Appendix 3:** Business cases for additional resources

Engineers Canada budget 2022

This budget is presented for approval by the Engineers Canada Board of Directors on December 13, 2021.

Highlights

- a) The 2022 budget includes \$11.0 million in revenue and \$13.9 million in expenses.
- b) Capital expenditures for 2022 are estimated to be \$247,108.
- c) The significant projects to be funded from reserves are in three (3) categories:

Strategic priorities:

Investigate and validate accreditation
Strengthen collaboration and harmonization
Accelerate 30 by 30
Foster trust and the value of licensure

2019-2021 strategic priorities (carried-forward):

Accreditation improvement program

Other projects:

Regulatory research foresight workshop
National membership database improvements
Mobility register improvement project

This results in total project-related spending of \$2,422,102 in 2022.

- d) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2024 Per Capita Assessment fee be reduced from \$10.21 to \$8.00 per registrant.

2022 Budget summary

The proposed 2022 budget has a deficit of \$2,888,418. Note that \$2,422,108 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a \$466,310 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2022 operating expenses are \$11.5 million, a 4% increase from 2021 operating expenses of \$11.06 million. The forecasted rate of inflation for 2022 is currently 3.1% to 3.4%. Additional details for the operating expenses are included in the portfolio detail analysis sheets (appendix 2).

Revenues are expected to see an increase of \$4,480 compared to the 2021 budget. A detailed breakdown is included in the portfolio detail analysis sheets (appendix 2).

Process and estimates

Engineers Canada's annual budget preparation begins with the determination of the specific initiatives that will be carried out in the upcoming year. These initiatives are developed by the senior leadership team to ensure alignment with strategic and operational priorities. Once initiatives have been approved, cost estimates are prepared and reviewed. Once the review by the senior leadership team is completed, a draft is then presented for review to the Finance, Audit, and Risk (FAR) Committee.

The following estimates and assumptions have been used in the development of the budget:

- Annual dues are calculated based on membership projections provided by Regulators.
- TD Insurance home and auto insurance program revenues are calculated using estimates provided directly by TD Insurance.
- As per our contract with TD Insurance, affinity revenue received from TD Insurance that would have gone to APEGA had they continued to be an eligible Regulator will be used by TD Insurance to market the home and auto insurance program in Alberta.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
 - 50 full time employees (FTEs).
 - salary adjustments based on a salary band review for some employees, with others receiving a 2.7% cost of living increase.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.

2022 Budget

The 2022 budget has been structured to show the planned allocation of resources to each of the operational imperatives and strategic priorities as defined in the [Engineers Canada 2022-2024 Strategic Plan](#). Additional detail on planned spending per portfolio is provided in appendix 2.

Table 1 – 2022 Budget

Category	2022 Budget	2021 Budget	2022 Budget vs 2021 Budget \$	2022 Budget vs 2021 Budget %	Notes
Revenues:					
Revenue - Corporate services (Per Capita Assessment)	3,633,153	3,580,619	52,535	1%	1
Revenue - National programs (Affinity)	7,383,145	7,373,800	9,345	0%	
Revenue – Outreach	17,600	75,000	(57,400)	-77%	2
Total revenues:	11,033,898	11,029,419	4,480	0%	
Operating Expenses:					
Accreditation	390,094	324,888	(65,206)	-20%	3
Fostering working relationships	154,892	144,969	(9,923)	-7%	
Services and tools	154,120	110,450	(43,670)	-40%	4
National programs	853,989	871,488	17,499	2%	
Advocating to the federal government	92,859	94,754	1,895	2%	
Research and regulatory changes	29,450	110,000	80,550	73%	5
International mobility	99,580	191,720	92,140	48%	6
Promotion and outreach	403,800	459,633	55,833	12%	7
Diversity and inclusion	195,940	246,450	50,510	20%	8
Protect official marks	135,808	146,808	11,000	7%	
Secretariat services	1,189,304	1,213,763	24,458	2%	
Corporate services	7,800,371	7,146,058	(654,314)	-9%	9
Total Operating Expenses	11,500,208	11,060,981	(439,227)	-4%	
Operating Surplus/(Deficit)	(466,310)	(31,562)	(434,748)		
Projects Spending:					
<u>2022-2024 Strategic Plan</u>					
Investigate and validate the purpose and scope of accreditation	759,791	-	(759,791)	n/a	10
Strengthen collaboration and harmonization	127,840	-	(127,840)	n/a	10
Accelerate 30 by 30	218,496	-	(218,496)	n/a	10
Reinforce trust and the value of licensure	513,860	-	(513,860)	n/a	10
	1,619,987	-	(1,619,987)	n/a	
<u>2019-2021 Strategic Plan</u>					
SP1: Accreditation Improvement Program	374,971	649,596	274,625	42%	11
SP4: Competency-Based Assessment Project	-	164,082	164,082	100%	
	374,971	813,678	438,707	54%	

Other Projects					
Regulatory Research – Envisioning workshop	121,750	-	(121,750)	na	12
Space Program	-	12,900	12,900	100%	
IIDD Improvement Project	-	53,690	53,690	100%	
Nat'l Membership Database Improvements	155,400	371,450	216,050	58%	13
Mobility Register Improvement Project	150,000	-	(150,000)	na	14
	427,150	438,040	10,890	2%	
Total Project Spending	2,422,108	1,251,718	(1,170,390)	-94%	
Surplus/(Deficit)	(2,888,418)	(1,283,280)	(1,605,138)	125%	

Notes on 2022 budget vs 2021 budget

1. The \$52,535 increase is mainly due to an increase in anticipated investment income due to the growth of our portfolio, offset by a slight decrease in annual dues.
2. The decrease of \$57,400 in outreach revenue is due to changes in flow-through funding. Last year we had revenue for the Canadian Engineering Education Challenge (CEEC) National Coordinator Contribution of \$75K. This initiative ended in 2021 and was offset by securing a Future City grant of \$17.5K.
3. The 2022/2023 accreditation visit cycle includes 70 programs at 23 higher education institutions (HEIs). This is exceptionally high and is responsible for the increase in costs (Engineers Canada pays for all costs for accreditation visit teams).
4. The CEQB budget is driven by its work plan and the status of the items under development. 2022 costs are higher due to additional guidelines proposed for the 2022 work plan. See the portfolio detail analysis sheet (appendix 2) for more information.
5. In 2021, the first year for the regulatory research portfolio, the work was budgeted to be completed with consultants but was in fact done in-house. In 2022, a consultant with subject expertise in the emerging areas research topic will support this one paper. In addition, the regulatory research portfolio will support an envisioning workshop project in 2022, which will be funded from reserves (see note 12). The use of a consultant will enable in-house resources to focus more attention on executing the envisioning workshop.
6. In 2021 the costs for the international mobility portfolio included the costs for a monitoring team from Turkey, the UK, and Japan to travel to Canada and observe our accreditation process as part of the Washington Accord's review process. This review only occurs once every six (6) years. In addition, the 2021 budget included preliminary work on the mobility register enhancements. This cost has now been moved to the projects section.
7. The decrease in promotion and outreach is a result of a change in flow-through funding. Last year we had the Canadian Engineering Education Challenge (CEEC) National Coordinator Contribution of \$75K. This initiative ended in 2021 and was offset by securing a Future City grant of \$17.5K.
8. The 2022 budget has decreased from 2021 because: research was completed on truth and reconciliation in engineering education in 2021; spending on 4 Seasons licenses is reduced because fewer licenses will be needed in 2022; and there is a smaller budget needed for consultants in 2022 due to the completion of an equity, diversity, and inclusion (EDI) training webinar in 2022. In 2021, EDI training was provided for the Board, and the CEO and Presidents Groups; there is a decrease because the training is not being offered again in 2022. Board training on EDI in 2022 is included in the Board training budget instead of the diversity and inclusion budget.
9. The increase is due to adding 3 new FTEs as detailed in the business cases included in appendix 3, salary increases based on a salary band review or cost of living, a contracted rent increase for our office premise, offset by \$50K of funding included in the 2021 budget for the upgrade of the risk register (removed from the 2021 budget), and a reduction in anticipated Journey to Excellence costs as there is no verification visit in 2022.

10. These items are new strategic priorities under the 2022-2024 Strategic Plan. The costs are in-line with the information presented to the Board in late 2020, and the budget for these items comes from reserves. See the portfolio detail analysis sheets (appendix 2) for more information.
11. The Accreditation Improvement Project was not completed in 2021 due to delays on the developer's side for the new Tandem tool, and disruptions caused by COVID-19 and the introduction of virtual visits for the 2021/2022 visit cycle. As a result, work and budget are carried forward to 2022. Overall project spending remains within budget.
12. The envisioning workshop is a one-time initiative to discuss and develop the potential futures of engineering regulation and the profession as input to the next Strategic Plan and the regulatory research portfolio. See the portfolio detail analysis sheets (appendix 2) for more information.
13. The National Membership Database Improvement Project will continue in 2022. In 2021 the project was delayed due to protracted contract negotiations. As a result, budget from 2021 has been brought forward to 2022.
14. The Mobility Register Improvement project is designed to improve the back-end operations and administration of Engineers Canada's mobility register – a requirement of our continued participation in the APEC Engineers Agreement (APEC-EA) and the International Professional Engineers Agreement (IPEA).

2022 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows the proposed 2022 spending by operational imperative, including projects, and the staff costs included in the human resources cost element that forms part of the corporate services budget. For additional details on the expenses for each category in the table, refer to the portfolio detail analysis sheets (appendix 2).

Table 2 – 2022 Budget with staff allocations

Category	Expenses	Staff costs	Total	Allocation	Weight ¹	Notes
OI 1 - Accreditation	1,524,856	963,907	2,488,763	19%	4	2
OI 2 - Fostering working relationships	282,732	115,674	398,406	3%	3	
OI 3 - Services & tools	309,520	422,428	731,948	6%	3	3
OI 4 - National programs	172,679	390,006	562,685	4%	1	4
OI 5 - Advocating to the fed. gov't.	92,859	294,576	387,435	3%	2	
OI 6 - Research	151,200	112,979	264,179	2%	2	
OI 7 - Int'l mobility	249,580	301,566	551,146	4%	1	
OI 8 - Promoting the profession	900,060	377,197	1,277,257	10%	2	5
OI 9 - Diversity & inclusion	414,436	341,945	756,381	6%	4	6
OI 10 - Protect official marks	135,808	25,569	161,377	1%	1	
Secretariat services	1,189,304	308,544	1,497,848	11%		
Corporate services	1,716,433	2,429,547	4,145,980	31%		
Total:	7,139,469	6,083,938	13,223,407	100%		

Notes

- 1 Weight reflects the importance of the portfolio assigned by the Board. 4 is highest (most important) and 1 is lowest.
- 2 Includes accreditation business and Strategic Priority 1.1 (Investigate and Validate the Purpose and Scope of Accreditation).
- 3 Includes CEQB work, the National Membership Database.
- 4 Net expense with adjustment for related revenues of \$681,310.
- 5 Includes Strategic Priority 2.2 (Foster Trust and the Value of Licensure).
- 6 Net expense with adjustment for related revenues of \$17,600.

2022 Capital budget

Table 3 – Capital budget

Asset Type	2022 Budget	2021 Budget
Office furniture and equipment	\$101,595	\$15,000
Computer hardware	\$41,000	\$13,000
Leasehold improvements	\$104,513	\$31,500
Total:	\$247,108	\$59,500

In 2022, \$41K of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, office furniture and equipment and leasehold costs of \$206K will be invested in creating three (3) new meeting rooms and upgrading the audio visual in all meeting rooms to enable a hybrid work environment.

Status of reserves

Board policy 7.12, *Net Assets* requires that the total of all reserve funds must not become so large as to threaten the not-for-profit status of Engineers Canada, nor to give the Regulators reason to question whether member assessments are excessive. The Board’s net asset structure further defines the categories of reserves and target levels.

Table 4 - Reserves

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes	
2021	2021 Opening balance	1,500,000	2,000,000	2,500,000	407,737	9,363,333	15,771,070	1	
	Additions to capital assets				59,500	(59,500)			
	Amortization of capital assets				(149,839)	149,839			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2021 surplus/(deficit)					3,697,851			
	Projected 2021 closing balance		1,500,000	2,000,000	2,500,000	360,082	13,108,839	19,468,921	
2022	Additions to capital assets				247,108	(247,108)			
	Amortization of capital assets				(184,505)	184,505			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2022 surplus/(deficit)					(2,888,418)			
	Projected Sub-total at end of 2022		1,500,000	2,000,000	2,500,000	465,369	10,115,134	16,580,503	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)						2,593,294		2
Projected 2022 closing balance (Incl. potential increase from TD affinity program)		1,500,000	2,000,000	2,500,000	465,369	12,708,428	19,173,797	4	
2023	Additions to capital assets				100,000	(100,000)			
	Amortization of capital assets				(188,195)	188,195			
	Amortization of leasehold inducements				42,684	(42,684)			
	Projected 2023 surplus/(deficit)					(4,005,090)			
	Projected Sub-total at end of 2023		1,500,000	2,000,000	2,500,000	419,858	6,155,555	12,575,413	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)						2,657,670		5
Projected 2023 closing balance (Incl. potential increase from TD affinity program)		1,500,000	2,000,000	2,500,000	419,858	11,406,519	17,826,377	4	

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2024	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(191,959)	191,959		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(3,778,053)		
	Projected Sub-total at end of 2024	1,500,000	2,000,000	2,500,000	370,583	2,426,778	8,797,360	3
	Potential increase to unrestricted reserves - TD affinity program (PEO)					2,727,649		5
	Projected 2024 closing balance (Incl. potential increase from TD affinity program)	1,500,000	2,000,000	2,500,000	370,583	10,405,391	16,775,973	4

Note 1 - Agreed to 2020 audited financial statements

Note 2 - See paragraph below for additional information

Note 3 - Amount excludes potential increase to unrestricted reserves: PEO TD affinity program (2022, 2023 and 2024)

Note 4 - Amount includes potential increase to unrestricted reserves: PEO TD affinity program (2022, 2023 and 2024)

Note 5 - Estimate based on forecast provided by TD

At the end of 2021, it is expected that total net assets will amount to \$19.5 million, with the unrestricted reserves at \$13.1 million. By the end of 2022, total net assets will decrease to \$19.2 million and unrestricted reserves will be at \$12.7 million dollars. These numbers assume that PEO continues to **not** participate in the TD Insurance affinity program.

Three-year projection: 2022 -2024

The following table shows projections on future revenues and expenditures for the years 2022-2024.

Table 5 – Three-year projection

Category	2022	2023	2024	Notes
Revenues:				
Revenue - Corporate services	3,633	3,653	3,673	1
Revenue - National programs	7,383	7,420	7,489	2
Revenue – Outreach	18	18	18	
Total revenues:	11,034	11,091	11,181	
Operating Expenses:				
Accreditation	390	342	348	3
Fostering working relationships	155	158	161	
Services and tools	154	136	137	4
National programs	854	871	888	
Advocating to the federal government	93	95	97	
Research and regulatory changes	29	10	10	
International mobility	100	102	104	
Promotion and outreach	404	412	420	
Diversity and inclusion	196	214	227	5
Protect official marks	136	139	141	
Secretariat services	1,189	1,189	1,212	
Corporate services	7,800	7,869	8,039	
Total Operating Expenses	11,500	11,534	11,785	
Operating Surplus/(Deficit)	(466)	(443)	(604)	
Projects Spending:				
2022-2024 Strategic Plan				
SP 1.1 Investigate and validate the purpose and scope of accreditation	760	546	553	6
SP 1.2 Strengthen collaboration and harmonization	128	52	-	6
SP 2.1 Accelerate 30 by 30	218	208	212	6
SP 2.2 Foster trust and the value of licensure	514	2,757	2,409	6
	1,620	3,562	3,174	
2019-2021 Strategic Plan				
Accreditation Improvement Program	375	-	-	
	375	-	-	

Category	2022	2023	2024	Notes
Other Projects				
Regulatory research foresight exercise	122	-	-	
National Membership Database Improvements	155	-	-	
Mobility Register improvement project	150	-	-	
	427	-	-	
Total Project Spending	2,422	3,562	3,174	
Surplus/(Deficit)	(2,888)	(4,005)	(3,778)	

Notes on projections

1. Annual dues show a slight increase supported by slight growth projected by some Regulators (overall 0.3%), coupled with slight increases in investment income.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 0.8%, and 1.3% increase in 2023 and 2024, respectively, for Engineers Canada's portion. Revenue projections do not include any funds that would come to Engineers Canada as a result of PEO not joining the TD affinity program.
3. Costs are foreseen to decrease in 2023 and 2024 due to lower volume of accreditation visits.
4. Costs are foreseen to decrease in 2023 and future years due to the timing of consultant fees for the CEQB products.
5. This budget is based on the current and planned ongoing work to support and promote equity, diversity, and inclusion in the profession, including sponsorships, training, and research. Costs are foreseen to increase due to increasing research and support for face-to-face meetings and conferences in 2023/2024.
6. These budgets are based on the current high-level planning for the strategic priorities and will be adjusted as the projects progress.

Assumptions

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2022 through 2024.

A 2% inflation rate was assumed in preparing projection of operating expenses.

2023-2024 projections are based on the 2022-2024 strategic priorities and currently available information.

Unless differently instructed by the Board, Engineers Canada commits to developing operating budgets that will increase no more than the projected rate of inflation for each upcoming year through the annual budgeting process.

Proposed 2024 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2024 Per Capita Assessment Fee (PCAF). Projections for the 2025 and 2026 PCAF are also provided, as per Regulators’ request. The proposed PCAF has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

1. The revenue received from the PCAF is based on the estimates from Regulators up until 2024 and is increased 2% year-over-year for 2025-2026.
2. The revenue received from affinity programs is based on projections from the program providers.
3. It is assumed that PEO will **not** avail itself of the approximately \$2.6M in affinity revenue that is available to them in 2022. In future years, it is assumed that PEO **will** avail itself of the affinity revenue.
4. Operating expenses will increase at a rate of 2% per year.
5. Spending in 2025 and 2026 on the new strategic priorities is \$2.0M per year.

Table 6 – Projected Unrestricted Reserve Balances

The following table shows projected unrestricted reserve balances by year based on the above assumptions. Scenario 1 assumes a \$9.00 PCAF from 2024-2026, and scenario 2 assumes \$8.00 PCAF.

Scenario 1	
PCAF =	\$ 9.00
PEO revenue	to EC only in 2022

Scenario 2	
PCAF =	\$ 8.00
PEO in 2022	to EC only in 2022

Unrestricted Reserve Balances:

Year	Amount
2022	12,708,428
2023	8,748,849
2024	4,650,864
2025	1,686,846
2026	(1,313,947)

Year	Amount
2022	12,708,428
2023	8,748,849
2024	4,345,733
2025	1,070,481
2026	(2,247,769)

Scenario 1B and 2B, below, are for illustration purposes, and display the projected reserve balances if PEO does **not** avail itself of any TD affinity revenue from 2022-2026, and all monies accrue to Engineers Canada.

Scenario 1B	
PCAF =	\$ 9.00
PEO revenue	to EC all years

Scenario 2B	
PCAF =	\$ 8.00
PEO revenue	to EC all years

Unrestricted Reserve Balances:

Year	Amount
2022	12,708,428
2023	11,406,519
2024	10,036,183
2025	9,875,616
2026	9,760,149

Year	Amount
2022	12,708,428
2023	11,406,519
2024	9,731,052
2025	9,259,251
2026	8,826,327

Based on the above, it is recommended that the PCAF be reduced by \$2.21 to \$8.00. This will result in a reduction of revenues of \$674K in 2024. This revenue will be offset by drawing down the equivalent amount from the unrestricted reserves in 2024, and subsequent years where the PCAF remains at this level. The result is a balance for the unrestricted reserves of \$4.3 million at the end of 2024, above the Board-mandated minimum of \$1.0 million.

For 2025 and 2026, it is expected that the PCAF will remain at the same level, unless the affinity situation with PEO changes.

Appendix 2: Revenue and portfolio detail analysis sheets

Revenue	2
Accreditation.....	4
Fostering relationships among the Regulators	6
Providing services and tools for regulation and professional practice.....	7
Offering national programs.....	9
Advocating to the federal government.....	10
Monitoring, researching, and advising on engineering and regulation.....	11
International mobility of engineering work and practitioners	12
Promoting recognition of the value of engineering and sparking interest in the next generation.....	13
Promoting diversity and inclusion in the profession	14
Protecting official marks	15
Secretariat services	16
Corporate services: other	18

Revenue Detail analysis

Description: Engineers Canada revenues are made up two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 87% of the 2022 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorship of the awards gala and spring meetings, Future City funding, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 8% of total revenues. The final 5% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

Budget details

Number	Description	2022 Budget	% of Total	2021 Budget	Change
1	Affinity and Insurance Programs Revenue	6,514,334	59.0%	6,491,012	23,322
2	Provincial Annual Dues Revenue	3,096,426	28.1%	3,135,403	(38,977)
3	SPLIP Revenue	681,310	6.2%	695,288	(13,978)
4	Changes in the Fair Value of Investments	260,000	2.4%	184,320	75,680
4	Investment Income	220,000	2.0%	190,000	30,000
5	Awards Sponsorship Revenue	175,000	1.6%	175,000	-
6	EDC Revenue	38,588	0.3%	37,516	1,072
7	Future City Revenue	17,600	0.2%	-	17,600
8	Rent Revenue	11,340	0.1%	30,180	(18,840)
9	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
10	Interest Bank Accts (CND) Revenue	4,800	0.0%	1,200	3,600
11	Other Revenue	2,000	0.0%	2,000	-
12	CEEC Cord.	-	0.0%	75,000	(75,000)
	Total:	11,033,898	100%	11,029,419	4,479
13	Potential additional Affinity Program revenues	2,593,294		2,619,901	(26,607)
	Total Revenue (incl. potential additional Affinity revenues):	13,627,192		13,649,320	(22,128)

Rationale for 2022 budget:

1. The affinity program revenues for 2022 are determined by the agreements signed, the largest of which is the TD Insurance home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the home and auto insurance program. The 2022 TD Insurance revenues are calculated based upon the total written premium value for 2021. This figure will not be known with certainty until early in 2022. The 2022 estimate is based upon total written premium projections (\$365M) provided by TD Insurance.
2. The annual dues from Regulators are calculated based on the annual membership level estimates received from each Regulator. Based on the 2022 membership projections received (303,274 members), Engineers Canada expects a slight decrease in annual dues in 2022.
3. SPLIP program revenues are based on estimates for 2022 participation levels. These estimates show slight decrease from 2021. This is a flow-through revenue which is offset by an equivalent expenditure.
4. The investment income has increased by \$106K due to the increased value of our investment portfolio. Revenue is calculated based our investment policy guidelines, which has a targeted rate of return of 3%.

5. Awards sponsorships are the same as in 2020. This is a flow-through revenue which is offset by an equivalent expenditure.
6. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
7. These are funds to support the Future City project, the multi-year funding agreement ends in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
8. These revenues are from renting out space at the Engineers Canada office, the decrease from 2021 is due to 1 sub-tenant not renewing their lease.
9. No change in 2022. This is a flow-through revenue which is offset by an equivalent expenditure.
10. Excess short-term cash from operations are kept in an interest-earning savings account. The increase in anticipated interest is due to the implementation of cashflow forecasting, thus minimizing funds in our operating account.
11. No change from 2021.
12. The Canadian Engineering Education Challenge (CEEC) program ended in 2021. It was made up of funds collected from 10 higher education institutions (HEIs). This was a flow-through revenue offset by an equivalent expenditure, with the funds going towards the costs of the CEEC national coordinator position housed at McMaster University
13. This amount represents the potential additional revenue for Engineers Canada in 2022 should PEO decide not to join the TD affinity program by the end 2021.

Accreditation 2022 Portfolio detail analysis

Portfolio: Accreditation business and improvements to the accreditation processes and systems.

Description: This portfolio contains all the work in Operational Imperative 1 (OP1, the regular business of the CEAB) and Strategic Priority 1.1 (SP1.1) *Investigate and Validate the Purpose and Scope of Accreditation*. In addition, some work related to the previous Strategic Plan’s *Accreditation Improvement Program* is carried over.

Budget details:

Cost element	2022
1. Accreditation business (OP1)	\$390,094
2. Investigate and validate the purpose and scope of accreditation (SP1.1)	\$759,791
3. Accreditation improvement program	\$374,971
Totals	\$1,524,856

Rationale for 2022 budget:

1. This includes the costs for program visits, the costs for training of visitors and staff from the higher education institutions (HEIs), and the cost of the work to develop, maintain, and improve accreditation criteria and procedures with Key Stakeholder groups.
2. This project will investigate, with Regulators, a new national academic requirement for licensure and will determine the scope of accreditation in consultation with Engineering Deans Canada (EDC) and the educators working in accredited engineering programs. In 2022, the results of the benchmarking of the Canadian engineering accreditation system will be presented, and the research into the current and future state of engineering education. Work will also begin with Regulators on the academic requirement for licensure and the scope of accreditation. Most costs are related to either travel for the various working and advisory groups, or fees for the project consultants and researchers.
3. The Accreditation Improvement Program was not completed on time due to two (2) factors: delays on the developer’s side for the development of the new Tandem tool, and disruptions caused by COVID-19 and the introduction of virtual visits for the 2021/2022 visit cycle. As a result, work carried forward to 2022 includes training and roll-out of the completed tool. All costs are carried forward from 2021 and are within the original project budget.

Considerations for the Board:

- The CEAB’s total 2022 budget is \$1,589,034 versus \$1,198,950 in 2021. This is the total of costs presented here plus the costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

Changes to budget since the October Board meeting:

- The budget for strategic priority SP1.1 *Investigate and validate the purpose and scope of accreditation* has increased for the following:
 - Add a researcher (\$20k) to support the work on the engineering education report

- Host an in-person kick-off meeting for the engineering education report (\$75k). These first two items were added after consultation with Engineering Deans Canada.
- Increase in cost for a researcher for the benchmarking report by \$20k
- Increase in number of participants for all Regulator Consultations regarding the academic requirement for licensure, to allow all task force members to attend at a cost of \$43,200

**Fostering relationships among the Regulators
2022 Portfolio detail analysis**

Portfolio: Fostering relationships between the Regulators’ staff and volunteers.

Description: This portfolio contains all of the work under Operational Imperative 2, including supporting the officials' groups, the CEO Group and the Presidents Group.

Budget details:

Cost element	2022
1. Officials groups	\$123,348
2. Presidents Group	\$3,910
3. CEO Group	\$27,634
4. Strengthen collaboration and harmonization (SP1.2)	\$127,840
Totals	\$282,732

Rationale for 2022 budget:

1. This includes the costs to host one (1) face-to-face meeting with the National Practice Officials Group and the National Discipline & Enforcement Officials Group, as well as two (2) face-to-face meetings for the National Admissions Officials Group. This also includes travel costs to support delivery of the items identified in their work plans.
2. This includes the costs to host three (3) one-day meetings of the Presidents Group, in conjunction with the winter, spring, and fall meetings.
3. This includes the costs for hosting four (4) face-to-face CEO Group meetings, as well as support for airfare costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the February meeting, the airfare and accommodation costs for the same Regulators to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
4. Strategic Priority 1.2 *Strengthen Collaboration and Harmonization* will bring Regulators together to define Engineers Canada’s mandate in this area and select specific areas for regulatory harmonization. This year’s costs are for consultants to create the map of legislative authorities and advise on the consultation process, as well as travel costs for the project team.

Considerations for the Board:

- These meetings are a valuable service in the eyes of the Regulators and a key opportunity for Engineers Canada staff to collaborate with Regulator staff.

Changes to budget since the October Board meeting:

- None.

**Providing services and tools for regulation and professional practice
2022 Portfolio detail analysis**

Portfolio: Providing services and tools that enable assessment, facilitate national mobility, and foster excellence in engineering practice and regulation. These services are provided by both the CEQB (through examination syllabi, guidelines, and papers) and by Engineers Canada staff.

Description: This portfolio contains all of the work in Operational Imperative 3, including the work plan of the CEQB, and the National Membership Database (NMDB).

Budget details:

Cost element	2022
1. CEQB work plan items (as currently proposed)	\$154,120
2. National membership database	\$155,400
Totals	\$309,520

Rationale for the 2022 budget:

1. This includes budget for the delivery of the proposed CEQB 2022 work plan, as follows:

Guideline on duty to report (whistleblowing)	New for 2022	\$0
Guideline on fitness to practice (see appendix 3)	New for 2022	\$60,000
Guideline for engineers and engineering firms to foster gender inclusive workplaces	Carried forward	\$20,900
Update of the paper on software engineering	Carried forward	\$4,000
New aeronautical and aerospace engineering syllabus	Carried forward	\$0
Guideline for engineers and engineering firms on Indigenous consultation and engagement	Carried forward	\$27,240
Feasibility study to identify alternative methods for academic assessments of non-CEAB graduates	Carried forward	\$33,700
Review of the 2013 public guideline on good character	New for 2022	\$6,000
Updates to six (6) syllabi	Ongoing	\$0
Liaison with the Regulators (officials groups and individual Regulators) and translation costs	n/a	\$2,280
TOTAL		\$154,120

2. This includes costs for a new tool to replace the existing NMDB which is hosted on aging servers that will not be supported for security updates beyond 2023. Engineers Canada is working with a contractor, and in consultation with the National Admissions Officials Group, to launch the new tool in 2022-Q2.

Considerations for the Board:

- The CEQB’s total 2022 budget is \$317,120, versus \$313,182 in 2021. This is the total of costs presented here plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis.
- The CEQB uses consultants to support the delivery of their work plan items. This allows for a high quality of documents, while managing workload for staff.
- The majority of work undertaken by the CEQB is multi-year. Only the work on the new guideline for engineers and engineering firms to foster gender inclusive workplaces, the update to the paper on

software engineering, and the new aeronautical and aerospace syllabus are expected to conclude in 2022. All other work will carry forward to 2023.

- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven Regulators access the NMDB to check the licensure status of such applicants, and six (6) Regulators upload data about their own applicants (with five (5) others working to join this group).

Changes to budget since the October Board meeting:

- The cost for an additional consultant to support the development of a guideline on fitness to practice (\$60k) has been added (see appendix 3).

**Offering national programs
2022 Portfolio detail analysis**

Portfolio: Offering national programs

Description: This portfolio contains the items from Operational Imperative 4 which relate to the costs for the affinity programs.

Budget details:

Cost element	2022
1. Affinity programs	\$167,680
2. Secondary Professional Liability Insurance Program (SPLIP)	\$686,309
Totals	\$853,989

Rationale for 2022 budget:

1. This includes consultant fees, marketing and promotional materials, and travel and meeting costs.
2. This is a flow-through cost (i.e., this expense is balanced by an equal amount of revenue). The Secondary Professional Liability Insurance Program (SPLIP) protects members who are in good standing. Ten (10) of the twelve (12) Regulators participate in the program; PEO and OIQ do not participate. The SPLIP ensures that the member, the public, and the reputation of the engineering profession stay protected in numerous cases involving professional services. Engineers Canada manages the SPLIP on behalf of the participating Regulators.

Considerations for the Board:

- No additional considerations.

Changes to budget since the October Board meeting:

- None.

**Advocating to the federal government
2022 Portfolio detail analysis**

Portfolio: Advocating to the federal government

Description: This portfolio contains all the items under Operational Imperative 5 (OP5), including ongoing work of the advocacy sub-strategy.

Budget details:

Cost element	2022
1. Legislative monitoring	\$36,500
2. Hill Day 2022	\$27,720
3. Public Affairs Advisory Committee	\$21,000
4. Public policy initiatives	\$4,380
5. Federal government panels	\$3,259
Totals	\$92,859

Rationale for 2022 budget:

This includes budget for all advocacy activities including ongoing activities and activities recommended in the OP5 sub-strategy:

1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. Hill Day: the cost of hosting Hill Day, which is anticipated to be held in the spring of 2022, after the federal budget and the fall 2021 election.
3. Public Affairs Advisory Committee: the cost of the three (3) in-person meetings, which are held at the same time as the in-person Board meetings to reduce cost.
4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services.
5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

Considerations for the Board:

- The COVID-19 pandemic is seeing the federal government shift its focus to addressing the economic and social impacts of the pandemic, forcing the public affairs and government relations team to adjust their work to address these unique circumstances. Nevertheless, regular program work advocating to, and maintaining positive relations with, the federal government will be extremely important in 2022 to ensure that we remain a trusted advisor on issues related to the regulation of engineering and on key issues for the engineering profession.

Changes to budget since the October Board meeting:

- None.

**Monitoring, researching, and advising on engineering and regulation
2022 Portfolio detail analysis**

Portfolio: Research into the engineering profession and professional regulation in general

Description: This portfolio contains all of the work in Operational Imperative 6, monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.

Budget details:

Cost element	2022
1. Emerging areas of practice	\$23,500
2. Educational events and conferences	\$2,950
3. Research paper	\$3,000
4. Envisioning workshop	\$121,750
Totals	\$151,200

Rationale for 2022 budget:

1. This includes costs for the translation of a paper on emerging areas of practice (specific area TBD by CEO Group).
2. This represents an allowance for participation at three (3) educational events/conferences.
3. This includes costs for the translation of a research paper (specific topic TBD by CEO Group).
4. The foresight exercise is a one-time initiative involving a series of workshops and meetings that will bring together key actors in the engineering environment and thought leaders in technology, social innovation, environmental change, and other areas which are likely to affect the potential futures of engineering regulation and the profession. Opening a robust dialogue to consider different perspectives about how the future of engineering may be impacted, shaped, or re-imagined will help identify critical research subjects. The findings from the foresight exercise will serve as an input to the environmental scan for the 2025-2027 Strategic Plan and set the direction of the regulatory research portfolio.

Considerations for the Board:

- The Regulators were consulted in the selection of the topics for the emerging areas paper and the research paper and have selected energy engineering and multi-disciplinary engineering practice as the topics for 2022.

Changes to budget since the October Board meeting:

- The budget for emerging areas of practice has increased by \$20,000 to include a researcher to support the development of a paper on the topic of energy engineering, as requested by the Regulators.
- The budget for the envisioning workshop has decreased by \$15,000 due to a scope change. A stand-alone website will no longer be required for this work.

International mobility of engineering work and practitioners 2022 Portfolio detail analysis

Portfolio: International mobility of engineering work and practitioners

Description: This portfolio contains the items under Operational Imperative 7, including: memberships in, and attendance at, international organizations and their conferences; maintenance and development of mobility agreements at both the academic and full professional level; and maintenance and improvements to our foreign credential recognition tools (EngineerHere.ca website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

Budget details:

Cost element	2022
1. US-based organizations (ABET, NSPE, NCEES)	\$18,680
2. International organizations (IEA)	\$53,000
3. Foreign credential recognition tools	\$27,900
4. Mobility register improvement project	\$150,000
Totals	\$249,580

Rationale for 2022 budget:

1. This includes the costs for two (2) people (one (1) staff, and one (1) volunteer) to attend the annual meeting of each of these organizations: ABET (the engineering accreditation body in the US), the National Society of Professional Engineers (NSPE), and the National Council of Examiners in Engineering and Surveying (NCEES).
2. This includes the costs for four (4) people to attend the annual meeting of the International Engineering Alliance (IEA) in South Africa, as well as the annual membership fees.
3. This includes the cost to host and maintain the IIDD, as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
4. This includes the cost to improve the online interface and back-end tools used to maintain the mobility register. Maintaining a register is a condition of membership in the International Professional Engineers’ and APEC Engineers’ agreements.

Considerations for the Board:

- The International Engineering Alliance has not made a final decision regarding the location of its 2022 meeting, which may be held virtually if COVID-19 conditions necessitate.

Changes to budget since the October Board meeting:

- The budget for the mobility register improvement project has increased by \$50,000 to cover the costs for external legal fees for contracting, for a privacy impact assessment, and for penetration testing to ensure the security of the final product.

**Promoting recognition of the value of engineering and sparking interest in the next generation
2022 Portfolio detail analysis**

Portfolio: Promotion and outreach

Description: This portfolio contains all of the work under Strategic Priority 2.2 (SP2.2) and Operational Imperative 8 to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach), including: implementation of a new sub-strategy for the portfolio; ongoing work; and operation of the awards, scholarships, and fellowships programs.

Budget details:

Cost element	2022
1. Promotion and outreach	\$134,200
2. Awards, scholarships, and fellowships	\$269,600
3. SP2.2: Foster trust and the value of licensure	\$513,860
Totals	\$917,660

Rationale for 2022 budget:

1. This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students (CFES), EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Online Social Media Working Group, OneHub Community of Practice), and Joint Thought Leadership (Sustainability in Practice MOOC, Digital Engagement Working Group, Explore Engineering website, Benchmark Research).
2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. Savings have been realized by shifting meetings of the Awards Committee to an online format for the long term. Such savings are offset in 2022 by a one-time increase in Awards Gala costs, as the 2020 and 2021 award recipients will be invited to attend the 2022 Awards Gala. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
3. Strategic Priority 2.2 *Foster Trust and Value of Licensure* begins in 2022. Costs in the first year include: two (2) meetings of the advisory group; audience research; and external consultants for the development of messaging for the value of licensure, discovery and gap analysis for outreach to engineering graduates and EITs, and the development of our marketing campaign for a 2023 launch.

Considerations for the Board:

- No additional considerations.

Changes to budget since the October Board meeting:

- None.

**Promoting diversity and inclusion in the profession
2022 Portfolio detail analysis**

Portfolio: Diversity and inclusion

Description: This portfolio contains all of the work under Strategic Priority 2.1 (SP2.1) and Operational Imperative 9 (OP9), including ongoing work and the implementation of the SP2.1 sub-strategy.

Budget details:

Cost element	2022
1. SP2.1: work arising from sub-strategy	\$218,496
2. OP9: ongoing equity, diversity and inclusion (EDI) work	\$195,940
Totals	\$414,436

Rationale for 2022 budget:

1. This budget includes work for SP2.1, including: new hire (EDI Associate); 30 by 30 conference; and research and updating of the ‘Managing Transitions’ national resource. This budget also includes ongoing work to support 30 by 30, including: communication and promotion of 30 by 30 (e.g., 30 by 30 webpage, monthly newsletter, etc.); developing an employer engagement strategy in consultation with the Regulators; participation in and promotion of International Women in Engineering Day (INWED) and the DiscoverE Persist Series in Canada; sponsorships for EngiQueers Canada, Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT), Women in Engineering Summit (WES), and the Ontario Society of Professional Engineers (OSPE) EDI Forum; sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting; translation for 30 by 30 communications materials; and travel to women in engineering conferences, events, and meetings with Regulators on 30 by 30.
2. This budget includes ongoing work for OP9 to support Indigenous inclusion and EDI, including: engaging and supporting the Indigenous Advisory Committee with an in-person meeting in Ottawa in 2022; sponsorship for the American Indian Science and Engineering Society (AISES) in Canada Gathering; sponsorship for the Indspire Engineers Canada Bursary; training budget for 4 Seasons of Reconciliation and facilitating training sessions for staff and volunteers; support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions; research on the experience of and barriers for Indigenous engineers; translation for Indigenous inclusion and EDI communications materials; data collection and production of the National Membership Report, and travel to Indigenous STEM and EDI events.

Considerations for the Board:

- No additional considerations.

Changes to budget since the October Board meeting:

- None.

**Protecting official marks
2022 Portfolio detail analysis**

Portfolio: Oversee management, registration, and enforcement of Engineers Canada’s trademarks and official marks and administer the federal incorporation process.

Description: This portfolio contains all of the work in Operational Imperative 10, including the management and enforcement of Engineers Canada’s official marks and trademarks and the administration of the federal incorporation process.

Budget details:

Cost element	2022
1. Trademark enforcement	\$130,000
2. Texts and subscriptions	\$5,808
Totals	\$135,808

Rationale for the 2022 budget:

1. This budget is based on an estimate of \$120,000 for legal fees plus disbursements of \$10,000. The estimate for legal fees takes into consideration that Engineers Canada’s external counsel’s hourly rate will increase in 2022, as it has not been adjusted in several years (we will, however, continue to be offered a \$50/hr discount on hourly rates). At this point in time, we do not know what oppositions will come forth in 2022, as this depends on what trademarks will be uncovered by future advertisement searches. That said, of the ten (10) oppositions that are currently underway, we expect that one (1) hearing could be set (in either 2022 or 2023), and five (5) matters are expected to require that arguments and evidence be filed, with a possibility also that cross-examinations take place in 2022. Evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare. Accordingly, of the \$120,000 legal fee estimate, the anticipated “known” arguments, evidence, and possible hearing in the above mentioned six (6) matters would comprise roughly \$45,000. Moreover, if additional marks are identified for opposition in the remainder of 2022, further evidence may become due in 2022.

Disbursement costs for 2022 are expected to be lower than they have been in past years, due to the Trademarks Office now allowing for online filing of evidence and e-service being permitted. These will result in lower costs with respect to photocopy and courier charges for filing and serving evidence.

2. This includes the costs to maintain subscriptions to online legal research databases for one (1) user.

Considerations for the Board:

- No additional considerations.

Changes to budget since the October Board meeting:

- None.

Secretariat services 2022 Portfolio detail analysis

Portfolio: Secretariat services

Description: This portfolio contains all of the Board Responsibilities (BR1-6) and the expenses related to supporting the Board, its committees, and Engineering Deans Canada (EDC).

Budget details:

Cost element	2022
1. Board and committee meetings	\$676,012
2. Strategic planning and consultation program	\$5,000
3. CEAB meetings	\$222,378
4. CEQB meetings	\$163,000
5. President’s travel	\$79,883
6. EDC	\$43,032
Totals	\$1,189,304

Rationale for 2022 budget:

1. This includes costs for: the Board’s February, May, September, and December meetings, the May Annual Meeting of Members (AMM), and the June Board strategic workshop. It also includes all meetings of Board committees and task forces.
2. This includes the cost for translation of the environmental scan.
3. This includes the costs for three (3) face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB’s Policies & Procedures Committee.
4. This includes the costs for three (3) face-to-face CEQB meetings, as well as costs for face-to-face meetings of the CEQB’s Executive Committee. Note that this is an anomaly for 2022. The CEQB normally only meets twice face-to-face but has requested to transition their January virtual meeting to an in-person meeting for 2022. See “Considerations” section, below.
5. This includes the costs for the Engineers Canada President (and their guest, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items’ budget.
6. This includes costs for the CEO (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays Engineers Canada for this service, so \$38,588 of this cost is a flow-through.

Considerations for the Board:

- The CEAB’s total 2022 budget is \$1,589,034 versus to \$1,198,950 in 2021. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB’s total 2022 budget is \$257,120 versus \$313,182 in 2021. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.

- The CEQB has requested a one-time face-to-face workshop in January 2022, an addition to their regular schedule of two (2) face-to-face meetings. The CEQB members have not met in-person since September 2019 and they would like to build rapport with new members through a face-to-face meeting and workshop. The additional cost for this meeting is \$42,355.
- The costs for the individual Board meetings are:
 - \$ 77,420 February (winter) meeting
 - \$ 13,851 April (early spring) meeting (virtual)
 - \$244,420 May (spring) meeting and AMM
 - \$122,220 June Board workshop
 - \$122,870 September (fall) meeting
 - \$ 27,771 December (late fall) meeting (virtual)

Changes to budget since the October Board meeting:

- None.

**Corporate services: other
2022 Portfolio detail analysis**

Portfolio: Corporate services

Description: This portfolio contains work included under Internal Enablers, including miscellaneous corporate services such as salaries, information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

Budget details:

Cost element	2022
1. Administration and finance	\$407,624
2. Executive expenses including corporate memberships and CEO travel	\$123,894
3. Communications	\$86,329
4. Facilities and office expenses	\$723,077
5. Human resources	\$6,266,987
6. Information technology	\$150,920
7. Organizational excellence	\$41,539
Totals	\$7,800,371

Rationale for the 2022 budget:

1. This includes expenses such as corporate insurances, audit fees, investment fees, bank service fees, the accounting software subscription, and amortization (\$180,506).
2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Conference Board of Canada, Canadian Network of Agencies for Regulation, etc.).
3. This includes corporate communications strategy; corporate communication services; development, maintenance, and hosting of public websites; and periodicals such as Engineering Matters and the Daily Media Report.
4. This includes rent (\$622,281), spending on office supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, and memberships.
6. This includes licence subscription fees for Office 365 and Amazon WEB Services (cloud-based data storage), ISP costs, and non-capital expenses for monitors, keyboards, etc.
7. This includes expenses related to collaboration software, planning software (Envisio), and upholding Engineers Canada’s ongoing commitment to excellence.

Considerations for the Board:

- No additional considerations.

Changes to budget since the October Board meeting:

- The information technology budget has increased by \$18,020 to account for virtual deskside support services for volunteers, which were launched in September 2021.
- The human resources budget has increased by \$371k due to the proposed addition of three (3) full time employees (FTEs) and one (1) term contract position, which are considered necessary to address internal resource constraints. See appendix 3 for details.

Appendix 3: Business cases for additional staff resources

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A. ACCREDITATION

Department: Accreditation, Regulatory Affairs

Prepared by: Mya Warken, Manager, Accreditation and CEAB Secretary

Presented by: Stephanie Price, Executive Vice President, Regulatory Affairs

Proposal

At their October 1, 2021 meeting, the Engineers Canada Board directed the CEO to bring forth options to increase operational spending to support the achievement of operational priorities. As a result, the accreditation department is proposing:

1. **One (1) new permanent FTE: Assistant Manager, Accreditation** with the following key accountabilities:
 - a. Manages a team of two (2) Accreditation Visits Coordinators;
 - b. Oversees day-to-day operations of accreditation visits, including:
 - i. Quality assurance of the assignment and coordination of visiting teams;
 - ii. Quality assurance of the CEAB decision-making tools, processes, policies, and communications;
 - iii. Management of the CEAB Program Development Advisory Process; and
 - iv. Administration of the accreditation volunteer management program.
 - c. Leads the development, implementation, and evaluation of visit-specific policies, procedures, and tools.
 - d. Executes the Enrolment and Degrees Awarded Survey process.
 - e. Oversees the production of the *Canadian Engineers for Tomorrow* report.
2. **One-time additional cost for a full-time term contract position of 14 months for a Coordinator, Accreditation Visits** with the following key accountabilities:
 - a. Coordinates the accreditation visit process, including:
 - i. Manages accreditation visit cycle timelines and milestones, ensuring the visit process is executed on-time.
 - ii. Supports volunteers to assemble visiting teams, schedule pre-visit meetings, build the visit schedule, execute the on-site visit, and drafting the visiting team report.
 - iii. Supports higher education institutions (HEIs) as they prepare their Questionnaire (self-study report), liaise with visiting team members, build the visit schedule, and executive the on-site visit.
 - iv. Develops and maintains communications and training materials for visiting team members and programs seeking accreditation.
 - v. Manages accurate information and deadlines for accreditation and substantial equivalency.
 - b. Participates in the testing and quality assurance of the accreditation data management system as a subject matter expert.

Background

Accrediting undergraduate engineering programs is one of Engineers Canada's ten core purposes. Accreditation is consistently identified as one of the highest value services that Engineers Canada provides to its Members. The work of the accreditation team also contributes to core purpose #7: Managing risks and opportunities associated with mobility of work and practitioners internationally through their work related to the Washington Accord.

Accreditation is a key focus in the 2019-2021 and 2022-2024 Strategic Plans:

2019-2021

- Strategic priority 1: Accreditation Improvement Program – *some processes are operational and must be sustained; the data management system is built and will be implemented in 2022 and 2023.*
- Strategic priority 2: Accountability in Accreditation – *the new process is operational and must be sustained.*
- Operational imperative 1: Accrediting undergraduate engineering programs – *the ongoing work of accreditation.*

2022-2024

- 1.1 Investigate and validate the purpose and scope of accreditation – *this work has just recently started.*

"Accreditation" has been a strategic risk for Engineers Canada since 2017. In October, 2021, the risk was categorized as a "3" (out of 5) for likelihood and "5" (out of 5) for impact for a total of 15. The target score for this strategic risk is "10".

The accreditation team currently includes six (6) FTEs reporting to the Executive Vice President, Regulatory Affairs:

- (1) Accreditation Coordinator
- (1) Accreditation Program Advisor
- (1) Accreditation System Analyst
- (2) Accreditation Visits Coordinators
- (1) Manager, Accreditation and CEAB Secretary

Need/Issue

Overall, the accreditation team has undertaken several initiatives to improve the quality, reliability, and transparency of the accreditation process. The 2019-2021 Strategic Plan and other improvements have introduced operational tools and resources that require significant training, change management, and oversight to ensure success. Additionally, COVID-19 necessitated the deferral of nearly all accreditation visits in the 2020/2021 visit cycle. This freed-up volunteer and staff resources to execute a work plan that focused on criteria improvements and operational enhancements made at the request of the Engineers Canada Board and in response to stakeholder feedback (from both Regulators and the HEI community). There is an opportunity to harness that momentum and continue to make improvements but additional resources are required to ensure reliability of the current accreditation system while those improvements are implemented and stabilized. The additional resources as proposed will provide the support for those implementations and contribute to mitigating the strategic risk, as per the Corporate Risk Profile.

Specifically, the proposal addresses the following needs/gaps on the accreditation team:

1. Assistant Manager, Accreditation (permanent)
 - Provides mid-level leadership on the accreditation team to maximize the efficiency, reliability, and scalability of the accreditation process.
 - Relieves the current Manager, Accreditation of some of the day-to-day operational matters to focus on some of the strategic priorities, manage change as new process and tools are introduced to the system, provide insight and guidance to the 2022-2024 strategic priority, and commit more time to the role of Secretary to the CEAB.
2. Coordinator, Accreditation Visits (contract)
 - Provides a backfill opportunity so that one of the two Coordinators can be seconded to the team implementing the new accreditation data management system (Tandem) introduced in the 2019-2021 Strategic Plan.
 - Reduces the operational demand on the rest of the accreditation team to support the largest visit cycle (23 visits in 2022/2023) on the CEAB's anticipated visit work plan. Having the additional coordinator allows for the above-noted secondment without having to pull on other accreditation resources who can then focus on their own portfolios and continue to deliver on the CEAB's work plan and the strategic priorities.
 - Ideally, the current Coordinator, Accreditation Visits holding a 12-15 month maternity leave contract until May 2022 would be extended through to June 2023. This leverages the training investment to-date as this individual already has knowledge of the role, having coordinated a full visit cycle in 2021/2022.

If this proposal is not approved, there is a risk that appropriate resources will not be available to the accreditation team to both implement improvements and continue the delivery of high-quality accreditation services. Logically, improvements will need to be de-prioritized which could lead to stakeholder dissatisfaction, increasing the likelihood that the "Accreditation" strategic risk will not be diminished and could, in fact, be realized.

Impact

This proposal impacts the implementation of the 2019-2021 Strategic Plan's accreditation improvements, the achievement of the 2022-2024 Strategic Plan, and the Corporate Risk Profile to ensure the day-to-day accreditation operations are stable and continue to deliver high-quality client service while improvements are being made in parallel. Additionally, the new Assistant Manager, Accreditation adds depth to the accreditation team and more opportunity for cross-pollination of operational management knowledge. As an organization, this new role adds leadership depth to Engineers Canada. The last employee engagement survey recent staff satisfaction survey uncovered staff perception of a 'flat' organization with little opportunity for growth and promotion. This new role helps address that feedback. Finally, the 2022-2024 Strategic Plan sets the stage for what could be a totally new way of viewing and delivering accreditation. Having a mid-level position builds capacity for the team to manage and contribute to any changes necessitated by the direction established at the end of 2024.

Budget impact

1. Assistant Manager, Accreditation – \$112,012 (permanent position, including salary and benefits)
2. Coordinator, Accreditation Visits – 2022=\$66,411 & 2023=\$39,243 (14-month contract, including salary and benefits)

B. HUMAN RESOURCES

Department: Executive Office – Human Resources
Prepared by: Sylvie Francoeur, Director, Human Resources
Presented by: Gerard McDonald, CEO

Proposal

At their October 1, 2021 meeting, the Engineers Canada Board directed the CEO to bring forth options to increase operational spending to support the achievement of operational priorities. As a result, the executive office is proposing the addition of:

1. **One (1) new permanent FTE: Human Resources (HR) Generalist** with the following key accountabilities:
 - Provides administrative support to the Director, HR, and assist with the day-to-day functions of the HR department including, but not limited to:
 - Creating and maintaining the HRIS system, employee electronic files and the HR filing system;
 - Responding to employee inquiries and provide guidance regarding HR processes;
 - Preparing onboarding materials for new hires in collaboration with the Director, HR;
 - Assisting with materials related to COVID-19, return to office documents;
 - Preparing correspondence for staff (e.g. confirmation of employment, offer letters, professional development letters, etc.)
 - Assisting in policy and procedure updates;
 - Supporting and assisting with the Social & Wellness Committee as well as the Health & Safety Committee;
 - Maintaining electronic tracking system for professional development, vacation days;
 - Maintaining HR databases, generating reports and preparing preliminary analysis of various HR related issues;
 - Assisting with recruitment and selection processes, preparing postings, pre-screening resumes, booking interviews and calendar management, preparing interview questions and references;
 - Assisting with training and development, acknowledging and monitoring requests to stay within budget.
 - Other duties as assigned by the Director, HR including but not limited to serving as backup for the senior financial officer with regards to pay and benefits as well as providing support to the finance department.

Background

Human resources (HR) at Engineers Canada is an essential service that requires ongoing effort in order to minimize internal and external risks. HR is one of our most important internal functions. If people are the lifeblood of the organization, HR is the pumping heart that keeps it alive.

Key HR concerns for our organization include:

- Recruitment
- Training and development
- Salaries, payroll, compensation, and benefits
- Labor relations
- Compliance
- Health and safety

The HR department is currently one person deep, meaning that, if the Director, HR is not available for whatever reason, initiatives get delayed.

The pandemic has created a great deal of additional work in HR, including but not limited to mental health, health and safety of employees, and employee relations. HR plays a key role in developing, reinforcing, and changing the culture of the organization. HR has been tasked with maximizing employee performance and productivity while working virtually. Currently, HR functions are limited due to a lack of support and ongoing emerging priorities do not allow sufficient time to focus on the strategic priorities.

Need/Issue

HR has undertaken many initiatives over the past year to close priority gaps identified as part of 2019 employee engagement survey as well as those identified by the Board HR Committee. This has included establishing foundational components for ongoing sustainable HR practices at Engineers Canada.

This has encompassed salary band reviews, development and implementation of a new performance management process and the establishment of a succession planning process. Further focus and effort is required to anchor improvements made and establish other standard HR practices such as a management and leadership development program, a rewards and recognition program, implementation of new software for recruitment and selection and ongoing business continuity from an HR perspective. This, coupled with the ongoing and growing demand to support staff and leadership during organizational changes resulting from COVID-19 and the need to recruit and onboard resources to support the current and next Strategic Plan, has underscored a resource shortage needing to be addressed.

Impact

The recruitment of an HR Generalist will allow the Director, HR to have more focus on strategic priorities and the needs of the Board's HR Committee. There is an opportunity to continue to make improvements, but additional resources will ensure that improvements are implemented and stabilized in a timely fashion.

There is a risk that HR will not be able to meet the ongoing and changing needs of Engineers Canada and become a significant barrier to delivering on our operational and Strategic Plan commitments. This includes sustaining our organizational commitment to excellence, innovation, and wellness and improving Engineers Canada's HR practices. Currently, Engineers Canada has a high operational risk associated with the fact that there is only one resource in this area. An additional resource would also allow for the transfer of skills and succession planning.

Budget impact

1. HR Generalist - \$96,772 (permanent position, including salary and benefits)

C. QUALIFICATIONS

Department: Qualifications, Regulatory Affairs

Prepared by: Ryan Melsom, Manager, Qualifications and CEQB Secretary

Presented by: Stephanie Price, Executive Vice President, Regulatory Affairs

Proposal

At their October 1, 2021 meeting, the Engineers Canada Board directed the CEO to bring forth options to increase operational spending to support the achievement of operational priorities. As a result, the qualifications department is proposing:

1. **One (1) new permanent FTE: Specialist, Qualifications** with the following key accountabilities:
 - a. Provides support to committees and committee chairs in planning and executing CEQB work plan items
 - b. Implements day-to-day qualifications business, including:
 - i. Writing communications and liaising on communications initiatives including presentations, website content, emails, newsletters, and social media
 - ii. RFP development and vendor relations
 - iii. Development of meeting documents
 - c. Leads the implementation, evaluation, and continual improvement of onboarding and orientation for the CEQB and its committees
 - d. Provides research and recommendations, such as environmental scans and surveys to inform policy recommendations on qualifications projects and initiatives.

2. **One-time additional budget cost (\$60,000) to hire a consultant** who will support the development of a guideline on fitness to practice. This cost includes a September 2022 workshop.

Background

The policy and organizational reforms laid out through Engineers Canada's 2018 Governance, Strategic Plan, and Consultation (GSPC) Project have enabled the CEQB to rebuild trust with the Regulators through improvements to its transparency and accountability. Through robust consultation processes both in the development of CEQB work plans and CEQB products, Regulators have seen substantially increased value in the CEQB's work in the past several years. Relationships have been strengthened with each of the officials' groups, including the CEO Group, and the CEQB has come to value and depend on the guidance and knowledge provided by Regulators.

Within this context, each year, the CEQB sends out three (3) proposed work plan priorities for the following year to Regulators in order to get their feedback on which, if any, item(s) would bring the greatest value. Additionally, the CEQB distributes a list of documents that are up for review. Notably, when the CEQB consulted on its priorities for 2022, the Regulators expressed a desire to pursue all three (3) of the proposed new guidelines, as well as three (3) that were potentially up for review.

This presented a challenge to the CEQB, as its secretariat support at Engineers Canada is currently limited to two (2) staff members—a Manager and a Coordinator. In 2021, the CEQB was already engaged in the development of four (4) major work items, as well as four (4) syllabi, and a substantial portion of this work is planned to continue into 2022. Given this situation, it was determined that existing resources only permitted the development of one (1) new item (a guideline on duty to report / wrongdoing) and one (1) review (the 2016 guideline on good character). All other items were deferred until 2023.

Need/Issue

Under its current structure, the CEQB secretariat consists of a Manager and a Coordinator. Both staff members have to regularly perform duties that would ideally be assigned to a mid-level staff member. Examples of this type of work include RFP development and vendor relations, day-to-day support for committees and committee chairs, writing communications, liaising on communications initiatives, and providing research and recommendations for projects. Even within the current workload, this “missing middle” has required staff to consistently work at or beyond capacity (i.e., through overtime) year-round.

Beyond this staff perspective, Regulators have regularly indicated that there is value in CEQB products, both through their engagement in the work plan and document consultation processes, and through Engineers Canada Board assent on finalized CEQB products. It stands to reason that providing more high-quality products would provide greater value to Regulators.

If this proposal is not approved, on the other hand, the CEQB will continue to be unable to respond to Regulator feedback for more guidelines/reviews, and this has the potential to erode Regulator trust in the long term. A recent example of the risk comes from the CEQB’s 2020 work plan, where the CEQB attempted to take on additional projects based on Regulator feedback, and was forced, based on resource constraints, to reduce the plan’s scope and deliverables part way through the year.

Impact

With additional resources in 2022, including the engagement of a consultant, the CEQB will be able to add three major work items that were considered top priority by Regulators during the consultation on the 2022 CEQB work plan. Each of these items received full support, but were deferred based on resource limitations:

- A new guideline on fitness to practice
- The review of the 2014 guideline on conflict of interest
- The review of the 2016 guideline on the code of ethics

Long-term, the hire of an additional staff member will allow the CEQB to review guidelines and papers in a timelier fashion and thereby better meet the needs expressed by the Regulators. CEQB products currently have a planned review cycle of six (6) years, but this often represents an ideal timeline. In practice, as documents have come up for review, they have been prioritized or deferred based on available resources. This has meant that certain documents have diminished usefulness, and that the work involved with reviews ends up being considerably more involved than if they were able to be more regularly refreshed.

Another high-level benefit of an additional staff person, will be that the Manager, Qualifications will be able to focus on developing a more robust strategy for the dissemination of CEQB products. The current model of publishing CEQB products on the Engineers Canada website depends largely on passive uptake by Regulators and other users. Several past initiatives, such as the development of a massive open online course (MOOC) with Polytechnique Montreal (which has seen over 8,000 participants and was based on CEQB guideline), suggest that there may be other substantial untapped opportunities to benefit both Regulators and individual engineers through the CEQB's work.

Budget Impact

1. Specialist, Qualifications – \$96,772 (permanent position, including salary and benefits)
2. Consultant on fitness to practice, plus workshop – \$60,000



BRIEFING NOTE: For decision

Board policy updates	4.2								
Purpose:	To approve updates to existing Board policies								
Link to the Strategic Plan / Purposes:	Board Responsibility 4: Ensure the development and periodic review of Board policies								
Link to the Corporate Risk Profile:	Governance functions (strategic)								
Motion to consider:	<p><i>THAT the Board, on recommendation of the Governance Committee, approve the following revised policies:</i></p> <table border="0"> <tr> <td><i>i. Policy 4.1, Board responsibilities</i></td> <td><i>v. Policy 7.3, Board relationship with the EDC</i></td> </tr> <tr> <td><i>ii. Policy 4.5, CEO Group Advisor to the Board</i></td> <td><i>vi. Policy 7.8, Rules of order</i></td> </tr> <tr> <td><i>iii. Policy 4.10, Standing agenda items</i></td> <td><i>vii. Policy 7.10, Whistleblower policy and procedure</i></td> </tr> <tr> <td><i>iv. Policy 6.2, Board, committee, and task force chair assessment</i></td> <td><i>viii. Policy 9.1, Accreditation criteria and procedures report</i></td> </tr> </table>	<i>i. Policy 4.1, Board responsibilities</i>	<i>v. Policy 7.3, Board relationship with the EDC</i>	<i>ii. Policy 4.5, CEO Group Advisor to the Board</i>	<i>vi. Policy 7.8, Rules of order</i>	<i>iii. Policy 4.10, Standing agenda items</i>	<i>vii. Policy 7.10, Whistleblower policy and procedure</i>	<i>iv. Policy 6.2, Board, committee, and task force chair assessment</i>	<i>viii. Policy 9.1, Accreditation criteria and procedures report</i>
<i>i. Policy 4.1, Board responsibilities</i>	<i>v. Policy 7.3, Board relationship with the EDC</i>								
<i>ii. Policy 4.5, CEO Group Advisor to the Board</i>	<i>vi. Policy 7.8, Rules of order</i>								
<i>iii. Policy 4.10, Standing agenda items</i>	<i>vii. Policy 7.10, Whistleblower policy and procedure</i>								
<i>iv. Policy 6.2, Board, committee, and task force chair assessment</i>	<i>viii. Policy 9.1, Accreditation criteria and procedures report</i>								
Vote required to pass:	Two-thirds majority								
Transparency:	Open session								
Prepared by:	Evelyn Spence, Corporate Secretary								
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the Governance Committee								

Problem/issue definition

- Eight (8) policies are presented today for approval, including Board policy 6.2, *Board, Committee and Task Force Chair Assessment*. The revisions to that policy, and the rationale for the proposed revisions, are explained in greater detail in the section below.
- An additional four (4) policies received minor (editorial) updates and have been updated secretarially. No Board approval is required for these minor updates as per the Governance Committee's terms of reference, which grant it the authority to "make editorial changes to Board policies such as the correction of typographical and grammatical errors, to ensure consistent use of terminology and plain language and to update references." Policies that received minor updates include:
 - Policy 1.3, *Purposes of Engineers Canada*
 - Policy 3, *Reporting structure*
 - Policy 7.2, *Board relationship with the CFES*
 - Policy 7.4, *Board relationship with external organizations*
- Policies that were not substantively changed during this review cycle were moved to a three-year (triennial) review cycle.

Proposed action/recommendation

- That the Board approve the proposed revisions.
- In recommending the revisions to Policy 6.2, *Board, Committee and Task Force Chair Assessment* (the "Policy") the Governance Committee took into consideration concerns raised within the governance effectiveness survey (conducted in January 2021), which revealed that stakeholders believed the current chair assessment process does not lead to improved performance. In considering improvements to the process, and in turn, the Policy, the Governance Committee focused on addressing the biggest shortcomings with the current process. They found that because Board and committee chair positions are only one-year in duration, the timing of the assessments poses challenges with respect to providing informed and usable feedback to chairs:

- The inaugural survey was distributed in early March 2020 with results delivered in late-April/May. There was little time left in the chairs' terms to respond to feedback.
- In 2021, the survey was distributed in December with results provided in January, and it was felt by some that there had not been enough committee activity on which to base their feedback. Consequently, the committee felt that chair performance could be enhanced if the process allowed for more immediate, informal, and continuous feedback to be given. To that end, the Policy has been revised to incorporate an informal assessment process, which will ask chairs to conduct an informal evaluation at the end of each meeting. Chairs are encouraged to seek constructive input from meeting participants, including feedback related to the chair's abilities (facilitation skills and meeting preparedness) in addition to what should be improved going forward. The current yearly peer assessments have also been maintained, as a formal assessment process that provides the option for anonymous feedback.

Other options considered

- None. Timing considerations for improvements to policy 6.2 *Board, Committee and Task Force Chair Assessment* are noted above.

Risks

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

Financial implications

- None.

Benefits

- The Board and its Key Stakeholders have access to clear policies about the requirements and procedures for operations and governance at Engineers Canada.

Consultation

- The policies were reviewed and approved by the Governance Committee at their meeting on September 15, 2021. Before that, they were reviewed by staff to confirm consistency in numbering, terminology, definitions, review periods and for more substantive edits based on their knowledge of the law, governance best practices and policies/procedures across the organization. In addition, staff supporting the CEAB were consulted on the proposed revisions to policies 9.1 and 7.3, and the HR Committee was consulted on the proposed changes to policy 6.2, given that those policies provide direction with respect to their work.

Next steps

- Upon Board approval, the Board Policy Manual will be updated to include the revised policies.

Appendix

- **Appendix 1:** Policies for approval - Marked up (track-change) versions and clean copies
- **Appendix 2:** For information policies – Policies with editorial revisions only (Board approval not required). Marked up (track-change) versions and clean copies:
 - Policy 1.3, *Purposes of Engineers Canada*
 - Policy 3, *Reporting structure*
 - Policy 7.2, *Board relationship with the CFES*
 - Policy 7.4, *Board relationship with external organizations*



4 Role of the Board

The role of the Board is to provide strategic direction and ensure appropriate financial and risk management for the organization. The Board shall provide this leadership with due consideration of long-term impacts, and a clear distinction between the roles and responsibility of the Board and staff. Board directors are expected to be knowledgeable and prepared to cast a vote.

4.1 Board responsibilities

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

Review period: Biennial

Date of latest amendment: March 1, 2019 (Motion 5736)

Date last reviewed: February 5, 2020

- (1) The Board shall ensure that Engineers Canada achieves its purposes and vision in a manner that meets the expectations of the Regulators. The Board is accountable for the organization and acts on behalf of the engineering + Regulators as a whole.
- (2) To achieve this goal, ~~in collaboration with the regulators,~~ the Board shall:
 - a) Hold itself and its eDirect Reports accountable by:
 - i. Establishing and using competency profiles for eDirectors and all committee chairs, as well as for the Board as a whole.
 - ii. Managing the CEO and committee chairs through the use of competency profiles and performance measurement against the achievement of the operational and strategic plans.
 - b) Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback.
 - c) Provide ongoing, appropriate strategic direction:
 - i. Develop an annually updated, Strategic plan that considers emerging trends and challenges.
 - ii. Ensure that annual operational plans and budgets are developed that specify the actions and resources necessary to achieve the strategic Plan.
 - iii. Ensure the use and continuous improvement of a process to track, report, and, when necessary, correct, performance against set objectives of:
 - A. The Strategic plan, and
 - B. Operational plans
 - d) Ensure the development and periodic review of Board policies.
 - e) Ensure the CEO maintains and acts on a robust, effective risk management system which reflects the Board’s risk tolerance level and directs Board-approved mitigation strategies.

Commented [ES1]: GC removed this reference since not all the responsibilities involve collaboration with the Regulators.



- f) Provide orientation of new members and continuing Board development to directors and others who work closely with the Board.
- g) Maintain a relationship with key stakeholder organizations as outlined in policies *7.2 Board relationship with the Canadian Federation of Engineering Students*, *7.3 Board relationship with the Engineering Deans Canada (EDC)*, and *7.4 Board relationship with other organizations*.

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- (2) To achieve this goal, the Board shall:
 - a) Hold itself and its Direct Reports accountable by:
 - i. Establishing and using competency profiles for Directors and all committee chairs, as well as for the Board as a whole.
 - ii. Managing the CEO and committee chairs through the use of competency profiles and performance measurement against the achievement of the operational and strategic plans.
 - b) Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback.
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 - e) Ensure the CEO maintains and acts on a robust, effective risk management system which reflects the Board's risk tolerance level and directs Board-approved mitigation strategies.

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4.5 CEO Group ~~a~~Advisor to the Board

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

Review period: Biennial

Date of latest amendment: March 1, 2019 (Motion 5736)

Date last reviewed: February 5, 2020

- (1) The Board is comprised of ~~d~~Directors and a CEO Group ~~a~~Advisor (“the “~~a~~Advisor”), collectively referred to as Board members. ~~The responsibilities of directors are set out in Policy 4.2 Director responsibilities. The following describe the role and responsibilities of the Advisor, in their capacity as a member of the Board:~~
- a) The ~~A~~advisor is a non-voting member of the Board.
 - b) The ~~A~~advisor’s purpose is to provide a key linkage between Engineers Canada and the CEO Group.
 - c) The ~~A~~advisor shall be a member of the CEO Group, selected by that group to serve for a term determined by the CEO Group.
 - d) The ~~a~~Advisor may delegate a representative, also from the CEO Group, to attend Board meetings on ~~his/hert~~their behalf.
 - e) The ~~A~~advisor’s responsibilities are to:
 - i. Know the business of Engineers Canada.
 - ii. Be informed of issues affecting, or likely to affect, Engineers Canada and the CEO Group.
 - iii. Provide advice to the Board on behalf of the CEO Group.
 - iv. Make recommendations, provide information, and/or raise issues that the CEO Group believes the Board should consider.
 - v. Communicate the views, activities, decisions, and plans of the Board to the CEO Group.
 - vi. Participate actively in the work of the Board, including by serving on committees or task forces, as requested.
 - vii. Contribute to the Board’s decision-making process by:
 - A. Discussing all matters freely and openly at Board meetings.
 - B. Working towards achieving a consensus that respects divergent points of view and is in the collective interest of Engineers Canada and the ~~R~~egulators.
 - C. Respecting the rights, responsibilities, and decisions of ~~R~~egulators and other organizations.

Commented [ES1]: Suggest removing this, since this reference doesn’t add anything to the present policy

Commented [ES2]: The CEO Group Advisor position is established in the CEO Group Terms of Reference, which isn’t a Board document. Suggest leaving the term open for the CEOs to determine.

Commented [ES3]: Added to make clear that a delegate must be another member of the regulator CEOs (and not a member of the CEO’s own staff)

Commented [ES4]: Preference to keep language gender neutral

4 Role of the Board

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

Review period: Biennial

Date of latest amendment: March 1, 2019 (Motion 5736)

Date last reviewed: February 5, 2020

- (1) The Board is comprised of Directors and a CEO Group Advisor (the “Advisor”), collectively referred to as Board members. The following describe the role and responsibilities of the Advisor, in their capacity as a member of the Board:
- a) The Advisor is a non-voting member of the Board.
 - b) The Advisor’s purpose is to provide a key linkage between Engineers Canada and the CEO Group.
 - c) The Advisor shall be a member of the CEO Group, selected by that group to serve for a term determined by the CEO Group.
 - d) The Advisor may delegate a representative, also from the CEO Group, to attend Board meetings on their behalf.
 - e) The Advisor’s responsibilities are to:
 - i. Know the business of Engineers Canada.
 - ii. Be informed of issues affecting, or likely to affect, Engineers Canada and the CEO Group.
 - iii. Provide advice to the Board on behalf of the CEO Group.
 - iv. Make recommendations, provide information, and/or raise issues that the CEO Group believes the Board should consider.
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4.10 Standing agenda items

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

Review period: Biennial
Date last reviewed: February 5, 2020

(1) Meetings are the means for the Board of Directors to make decisions regarding the governance and oversight of Engineers Canada, and to provide direction to the CEO and the chairs of the CEAB and CEQB. In addition, meetings provide an opportunity for ~~D~~irectors to bring information from their home ~~R~~egulator to the national table, and to receive updates on the activities of Engineers Canada.

(2) At each meeting, the Board receives updates from its committees, including the CEAB, the CEQB, the CEO, the Presidents' Group, and the CEO Group.

~~(3) The CEO shall maintain a list of the standing agenda items which appear on the winter (February/March), early spring (April), spring (May), summer (June), fall (September/October) and late fall (December) meetings.~~

~~(4)~~

~~(5)~~

~~(6) This list shall be accessible to Engineers Canada staff and to all directors and shall be included in new directors' onboarding materials.~~

~~(7)~~(3) The agenda for all Board meetings shall be developed by staff and approved by the ~~P~~resident-elect, ~~p~~resident, and ~~P~~ast-~~P~~resident (the "Presidents") approximately two months in advance of each meeting.

~~(8)~~(4) The agenda for the summer Board strategic ~~retreat-workshop~~ shall be developed by the ~~p~~resident-elect and CEO, and approved by the ~~P~~residents-elect, president, and past president approximately two months in advance of the ~~retreat~~workshop.

Commented [E51]: Over the past 2 years, we've heard from new directors that the onboarding materials are very comprehensive, but can be overwhelming. This 'list' (which is kept in the way of draft meeting agendas) would likely be adding content that is not necessarily useful to directors when they are first joining the Board.

Commented [E52]: GC felt that this did not add anything in respect of policy or process.

4 Role of the Board

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- (1) Meetings are the means for the Board of Directors to make decisions regarding the governance and oversight of Engineers Canada, and to provide direction to the CEO and the chairs of the CEAB and CEQB. In addition, meetings provide an opportunity for Directors to bring information from their home Regulator to the national table, and to receive updates on the activities of Engineers Canada.
- (2) At each meeting, the Board receives updates from its committees, including the CEAB, the CEQB, the CEO, the Presidents' Group, and the CEO Group.
- (3) The agenda for all Board meetings shall be developed by staff and approved by the President-Elect, President, and Past President (the "Presidents") approximately two months in advance of each meeting.
- (4) The agenda for the summer Board strategic workshop shall be developed by the President-Elect and CEO, and approved by the Presidents approximately two months in advance of the workshop.



6 Engineers Canada Board committees and task forces

6.2 Board, committee, and task force chair assessment

Date of adoption: February 26, 2020 (Motion 5830)

Review period: Annual

Date of latest amendment:

Date last reviewed: February 26, 2020

Commented [ES1]: The Governance Committee reviewed this policy together with the feedback received from the Governance Effectiveness Survey, and considered the following:

- Is there a need to make the assessments more transparent, to drive accountability and improve results?
- How else can chair assessments lead to improved performance?

(1) The purpose of chair assessment is to give all Board, committee, and task force members an opportunity to evaluate and discuss their respective chair's performance from multiple perspectives. The ultimate objectives are greater efficiency in the use of the volunteers' time. The assessments also serve as an opportunity to support the development of leadership for individuals who have agreed to serve as chairs of the:

- Engineers Canada Board;
- Canadian Engineering Accreditation Board (CEAB);
- Canadian Engineering Qualifications Board (CEQB);
- Finance, Audit, and Risk Committee;
- Governance Committee;
- Human Resources Committee; ~~and~~
- ~~And a~~Any task force established by the Board.

(2) The ~~purpose of~~ chair evaluation process is conducted with the goals of:

- a) providing chairs with an opportunity to reflect on their contribution as they receive feedback from their peers;
- b) informing the ~~P~~resident-~~e~~lect of the strengths, weaknesses, abilities, and desires of current ~~b~~Board, committee, and task force chairs to be used for succession planning.

6.2.1 Chair responsibilities

(1) Chairs work closely with Engineers Canada staff and provide leadership to their committees. They are responsible for:

- a) Chairing meetings and setting their agenda
- b) Reviewing committee minutes and briefing notes
- c) Developing, monitoring, and delivering on the work plan, with support from staff
- d) Providing updates on the committee's activities to the Engineers Canada Board
- e) Directing committee deliberations that are timely, fair, orderly, thorough, and efficient
- f) Addressing issues arising with and between committee members

(2) Additional responsibilities specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.



6.2.2 Chair competencies

- (1) To deliver on these responsibilities, in addition to the competencies established in Policy 4.8, *Board Competency Profile*, a chair should demonstrate the following skills, knowledge, and abilities:
 - a) Ability to build consensus
 - b) Understanding and working within the Engineers Canada governance model
 - c) Understanding ~~the~~ broader strategic context
 - d) Communications skills and relationship management with key internal and external stakeholders including the CEAB, the CEQB, the ~~R~~Regulators, the CEO Group, the officials' groups and Engineers Canada staff
 - e) Work ethic, commitment, and ability to meet deadlines
- (2) Additional competencies specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.

6.2.3 Informal assessment process

- (1) To assist Board, committee and task force chairs in obtaining timely, meeting-specific performance feedback from their members, chairs should make efforts to add time at the end of each meeting to conduct an informal meeting evaluation, soliciting constructive and open input from meeting participants.
- ~~(1)~~(2) The structure of the informal meeting evaluations shall be left to the discretion of the chairs, and may focus on obtaining feedback related to the chairs' facilitation skills and meeting preparedness, as well as what went well for the meeting and what could be improved for future meetings.

6.2.3.2.4 ~~Assessment~~ Formal assessment process

- (1) The chair assessment process is done annually via peer-assessments, delivered by electronic survey ~~annually~~. Chair assessments shall be the responsibility of the HR Committee. ~~The following process will be used, using the following process:~~
 - a) In or around October, the HR Committee shall prepare draft questionnaires for the chair assessments.
 - b) The proposed questionnaires will be presented to the Board at the December Board meeting for review and approval.
 - c) The questionnaires will be distributed after the December meeting and ~~d~~Directors and committee members shall complete the questionnaire(s) within two weeks of receipt.
 - d) All committee members and ~~D~~irectors will be asked to peer review any acting chairs that directly impact their work in the given year.
 - e) Individual results will be tabulated and provided to each individual chair and reviewed by the ~~president~~President-~~e~~lect.
 - f) As required, the ~~p~~President-~~E~~lect may arrange individual meetings or phone conversations with chairs to discuss the results. The agenda for these meetings may include:



- i. Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the chair (e.g. training);
 - ii. Identification of the chair's interests in future Board activities, as well as succession opportunities and suggestions; and
 - iii. An outline of next steps or agreement on an action plan.
- g) The ~~P~~resident-~~E~~lect may present the overall implications of the assessments and conversations to the:
- i. HR Committee to inform the nomination process for Board committees, and
 - ii. The ~~p~~ast-~~p~~resident to inform the nomination process for ~~p~~resident-~~E~~lect.

Notwithstanding the above, discussions between the ~~p~~resident-~~e~~lect and individual chairs are confidential.

6 Engineers Canada Board committees and task forces

6.2 Board, committee, and task force chair assessment

Date of adoption: February 26, 2020 (Motion 5830)

Review period: Annual

Date of latest amendment:

Date last reviewed: February 26, 2020

(1) The purpose of chair assessment is to give all Board, committee, and task force members an opportunity to evaluate and discuss their respective chair's performance from multiple perspectives. The ultimate objectives are greater efficiency in the use of the volunteers' time. The assessments also serve as an opportunity to support the development of leadership for individuals who have agreed to serve as chairs of the:

- Engineers Canada Board;
- Canadian Engineering Accreditation Board (CEAB);
- Canadian Engineering Qualifications Board (CEQB);
- Finance, Audit, and Risk Committee;
- Governance Committee;
- Human Resources Committee; and
- Any task force established by the Board.

(2) The chair evaluation process is conducted with the goals of:

- a) providing chairs with an opportunity to reflect on their contribution as they receive feedback from their peers;
- b) informing the President-Elect of the strengths, weaknesses, abilities, and desires of current Board, committee, and task force chairs to be used for succession planning.

6.2.1 Chair responsibilities

(1) Chairs work closely with Engineers Canada staff and provide leadership to their committees. They are responsible for:

- a) Chairing meetings and setting their agenda
- b) Reviewing committee minutes and briefing notes
- c) Developing, monitoring, and delivering on the work plan, with support from staff
- d) Providing updates on the committee's activities to the Engineers Canada Board
- e) Directing committee deliberations that are timely, fair, orderly, thorough, and efficient
- f) Addressing issues arising with and between committee members

(2) Additional responsibilities specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.

6.2.2 Chair competencies

- (1) To deliver on these responsibilities, in addition to the competencies established in Policy 4.8, *Board Competency Profile*, a chair should demonstrate the following skills, knowledge, and abilities:
 - a) Ability to build consensus
 - b) Understanding and working within the Engineers Canada governance model
 - c) Understanding the broader strategic context
 - d) Communications skills and relationship management with key internal and external stakeholders including the CEAB, the CEQB, the Regulators, the CEO Group, the officials' groups and Engineers Canada staff
 - e) Work ethic, commitment, and ability to meet deadlines
- (2) Additional competencies specifically related to the CEAB and CEQB chair roles are listed in policies 6.9 and 6.10 respectively.

6.2.3 Informal assessment process

- (1) To assist Board, committee and task force chairs in obtaining timely, meeting-specific performance feedback from their members, chairs should make efforts to add time at the end of each meeting to conduct an informal meeting evaluation, soliciting constructive and open input from meeting participants.
- (2) The structure of the informal meeting evaluations shall be left to the discretion of the chairs, and may focus on obtaining feedback related to the chairs' facilitation skills and meeting preparedness, as well as what went well for the meeting and what could be improved for future meetings.

6.2.4 Formal assessment process

- (1) The chair assessment process is done annually via peer-assessments, delivered by electronic survey. Chair assessments shall be the responsibility of the HR Committee, using the following process:
 - a) In or around October, the HR Committee shall prepare draft questionnaires for the chair assessments.
 - b) The proposed questionnaires will be presented to the Board at the December Board meeting for review and approval.
 - c) The questionnaires will be distributed after the December meeting and Directors and committee members shall complete the questionnaire(s) within two weeks of receipt.
 - d) All committee members and Directors will be asked to peer review any acting chairs that directly impact their work in the given year.
 - e) Individual results will be tabulated and provided to each individual chair and reviewed by the President-Elect.
 - f) As required, the President-Elect may arrange individual meetings or phone conversations with chairs to discuss the results. The agenda for these meetings may include:

- i. Discussion of past performance, level of contribution, areas for improvement, and potential supports required by the chair (e.g. training);
 - ii. Identification of the chair's interests in future Board activities, as well as succession opportunities and suggestions; and
 - iii. An outline of next steps or agreement on an action plan.
- g) The President-Elect may present the overall implications of the assessments and conversations to the:
- i. HR Committee to inform the nomination process for Board committees, and
 - ii. The Past President to inform the nomination process for President-Elect.

Notwithstanding the above, discussions between the President-Elect and individual chairs are confidential.



7 Board policies

7.3 Board relationship with Engineering Deans Canada

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

Review period: Biennial
Date last reviewed: April 1, 2020

~~(1)~~ Engineering Deans Canada (EDC), a group that includes ~~all the~~ deans of accredited undergraduate engineering programs, is committed to the continuous improvement of engineering education and research that enhances the innovation and leadership skills of Canadian engineering graduates.

~~(2)(1)~~

~~(3)(2)~~ Engineering deans EDC represents engineering programs that prepare students for professional practice and influences engineering research and innovation in Canada, and as such:

- a) The Board maintains a relationship with the deans EDC to obtain their input on national issues of joint concern that align with the Purposes of Engineers Canada.
 - i. A representative of the EDC, typically the Chair or the Chair’s delegate, is invited to the Engineers Canada spring meetings (Annual Mmeeting of Members and Board meeting) and is requested-asked to communicate a report on the EDC’s activities to the Board for its consideration/information. Costs for the travel of this representative are covered by Engineers Canada.
- b) The ~~deans are~~ EDC is a key Stakeholder of accreditation. The Accreditation Board is directed to maintain a relationship with EDC by:
 - i. Inviting a representative to Accreditation Board meetings and requesting that the Chair or a delegate, typically the chair of the Deans’ Liaison Committee (a committee established by EDC for the purpose of liaising with the Accreditation Board’s Policies and Procedures Committee), communicate-provide a report on the EDC’s activities to the Accreditation Board for its information/for the consideration of the Accreditation Board.
 - ii. Attending/When invited, attend the semi-annual meetings of EDC;
 - iii. Meeting at least semi-annually with the Deans’ Liaison Committee, normally through the Accreditation Board’s Policies and Procedures Committee.
 - iv. Establishing task forces and working groups, as required, to address issues raised at joint meetings of the Deans’ Liaison and Policies and Procedures committees;
 - v. In addition, the deans are inviting the EDC to observe open meetings and participate in workshops of the Accreditation Board, and
 - ~~v~~vi. their Soliciting EDC’s feedback on the accreditation process is solicited through post-visit surveys and as part of the continual improvement process of the Accreditation Board.

Commented [ES1]: Comment from the CEAB Secretariat:
There seems to be a scope issue here. The deans rarely teach/prepare students.

Commented [ES2]: Comment from the CEAB Secretariat:
We’ve recently decided to change our messaging from “the deans” to “EDC” to reflect a) that deans are individual people who may have a different opinion from the organization, and b) that the EDC is not the voice of all deans across Canada. In light of that, suggest all references to “the deans” be updated to “EDC.”

Commented [ES3]: Comment from CEAB Secretariat:
“Consideration” implies that a decision might result, however most reports are given merely for information purposes only.

Commented [ES4]: Comment from CEAB Secretariat:
Adjusted to reflect that we must be invited in order to attend. Without this qualification, the CEAB could fail to comply with this policy if it weren’t invited to a meeting.

Commented [MW5]: Qualifying this as the EDC is not permitted to attend closed meetings and workshops (i.e. decision meetings, workshops where it would be inappropriate for an EDC member to observe – usually in relation to decisions where confidentiality is a concern).



- c) Given their role as stakeholders and beneficiaries of some Engineers Canada programs and services, the CEO is directed to maintain a relationship with the ~~deans~~EDC which includes:
- i. Administrative support for their group, ~~including -and their- with respect to~~ meetings and finances-;
 - ii. ~~When invited, p~~Participating in their semi-annual meetings-; and,
 - iii. Ongoing collaboration to ensure that ~~their-its~~ viewpoints are considered in the delivery of programs and services which impact ~~them-it~~.

Commented [MW6]: Should this also be changed to “When invited, attend their semi-annual meetings” to be consistent with the comment about compliance in the proceeding section?

7 Board policies

7.3 Board relationship with Engineering Deans Canada

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

Review period: Biennial

Date of latest amendment:

Date last reviewed: April 1, 2020

- (1) Engineering Deans Canada (EDC), a group that includes deans of accredited undergraduate engineering programs, is committed to the continuous improvement of engineering education and research that enhances the innovation and leadership skills of Canadian engineering graduates.
- (2) EDC represents engineering programs that prepare students for professional practice and influences engineering research and innovation in Canada, and as such:
 - a) The Board maintains a relationship with the EDC to obtain their input on national issues of joint concern that align with the purposes of Engineers Canada.
 - i. A representative of the EDC, typically the Chair or the Chair's delegate, is invited to the Engineers Canada spring meetings (annual meeting of Members and Board meeting) and is asked to report on the EDC's activities to the Board for its information. Costs for the travel of this representative are covered by Engineers Canada.
 - b) The EDC is a Key Stakeholder of accreditation. The Accreditation Board is directed to maintain a relationship with EDC by:
 - i. Inviting a representative to Accreditation Board meetings and requesting that the Chair or a delegate, typically the chair of the Deans' Liaison Committee (a committee established by EDC for the purpose of liaising with the Accreditation Board's Policies and Procedures Committee), provide a report on the EDC's activities to the Accreditation Board for its information;
 - ii. When invited, attend the semi-annual meetings of EDC;
 - iii. Meeting at least semi-annually with the Deans' Liaison Committee, normally through the Accreditation Board's Policies and Procedures Committee;
 - iv. Establishing task forces and working groups, as required, to address issues raised at joint meetings of the Deans' Liaison and Policies and Procedures committees;
 - v. Inviting the EDC to observe open meetings and participate in workshops of the Accreditation Board; and,
 - vi. Soliciting EDC's feedback on the accreditation process through post-visit surveys and as part of the continual improvement process of the Accreditation Board.
 - c) Given their role as stakeholders and beneficiaries of some Engineers Canada programs and services, the CEO is directed to maintain a relationship with the EDC which includes:

- i. Administrative support for their group, including with respect to meetings and finances;
- ii. When invited, participating in their semi-annual meetings; and,
- iii. Ongoing collaboration to ensure that its viewpoints are considered in the delivery of programs and services which impact it.



7 Board policies

7.8 Rules of order

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

Review period: Biennial
Date last reviewed: January 8, 2020

Board meetings will be conducted in an orderly, effective fashion, led and defined by the ~~P~~resident ~~or, if required, their designate (the “meeting chair”)~~ in accordance with the *Robert’s Rules of Order*, unless otherwise described below.

(1) All Bylaw obligations respecting Board meetings ~~must~~ shall be satisfied. In the event of any conflict or inconsistency between the terms and provisions of these rules of order and the Bylaws, the Bylaws shall govern.

(2) Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.

~~(3)~~ All meetings are recorded, except for any parts of the meetings which may be held in-camera, for accuracy of minute-taking. Recordings are destroyed following the meeting minutes being approved, as the minutes constitute the official record of the meeting.

~~(3)~~(4) Meeting order and decorum shall be maintained and all ~~d~~irectors and ~~advisors~~ CEO Group Advisors (collectively, “Board members”) shall be treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.

~~(4)~~(5) During discussion and debate, Board members shall keep their comments relevant to the issue under consideration.

~~(5)~~(6) Board meetings ~~will~~ shall be conducted at a level of formality considered appropriate by the ~~p~~resident meeting chair. Discussion of a matter may not occur until after a motion has been made and seconded.

~~(6)~~(7) The agenda for Engineers Canada Board meetings is developed by staff and approved by the ~~P~~ast-~~p~~resident, ~~p~~resident, and ~~p~~resident-elect. A preliminary agenda is sent to ~~the~~ Board members at least two months in advance of the meeting. Additions to the agenda are invited at this time.

~~(7)~~(8) Agenda books are distributed two weeks prior to the meeting, in order to give Board members the opportunity to review the material and prepare for the meeting. ~~In some circumstances, agenda books may be distributed one week prior.~~

~~(8)~~(9) All agenda items ~~must~~ should be accompanied by a briefing note. The briefing notes generally contain a synopsis of each topic, a proposed resolution, and alternatives. Budget implications are also addressed in most cases.

Commented [ES1]: Reference in this policy to ‘President’ should likely be adjusted to “meeting chair”, since the chair role can be delegated by the President (i.e. where they need to be absent from the meeting (in part or full), or wish to present an item on the agenda).

Commented [ES2]: This provides clarity to Board members regarding the purpose of making meeting recordings.

Commented [ES3]: Updated to ensure consistency with Policy 4.10, Standing agenda items, which says:

(1)The agenda for all Board meetings shall be developed by staff and approved by the President-Elect, President, and Past President (the “Presidents”) approximately two months in advance of each meeting.

Commented [ES4]: Added to provide some flexibility for the delivery of agenda books. For example, the April meeting, which focuses only on review of the corporate risk profile and approval of the audited financial statements, requires substantially less documents than other meetings and the Board books are typically provided one week prior to the online meeting. Same with June meetings, which focus only on committee compositions.

Commented [ES5]: Added more permissive language since not all agenda items are accompanied by notes (e.g. President’s report, etc.). Also useful in the event something urgent needs to come before the Board and there’s no time to prepare a briefing note.



~~(9)~~(10) From time to time, events between the distribution of the agenda and the date of the meeting may necessitate additions to the meeting agenda. There ~~must~~ shall be unanimous consent to add an item to the agenda at the meeting.

~~(10)~~(11) Proposals where the Board must take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by a motion of a Director. If the motion is seconded, it may be discussed, and then voted on.

- a) The ~~P~~resident meeting chair may not, to the same extent as any other Director, make or second motions, or engage in debate.
- b) The ~~P~~resident meeting chair may vote on any matter to be decided.
- c) A Director may make a motion to amend a motion, but third-level amendments are out of order.
- d) A motion to refer to a committee, postpone, or table a matter may be made with respect to a pending motion, and, if carried, shall set the motion (the initial proposal) aside accordingly.

~~(11)~~(12) Unless otherwise agreed, Board members may speak to a pending motion on as many occasions, and at such length, as the ~~P~~resident meeting chair may reasonably allow.

~~(12)~~(13) A vote on a motion shall be taken when discussion ends, but any Director may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the motion shall then be taken.

~~(13)~~(14) A majority vote will decide all motions before the Board excepting those matters in the Bylaw which oblige a higher level of approval, or those described in sections 10 and 11 of this policy.

~~(14)~~(15) A Director may request to have ~~his or her~~ their vote on the record.

~~(15)~~(16) A motion to adjourn a Board meeting may be offered by any Director or, on the completion of all business, conclusion of the meeting may be declared by the ~~P~~resident meeting chair.

~~(16)~~(17) When further rules of order are developed by the Board, the Board will consider the most recent edition of *Robert's Rules of Order* as a resource guide.

Commented [E56]: This provision is confusing if we don't make mention of the requirement to have unanimous approval of new agenda items at a meeting.

Commented [E57]: Moving toward gender neutral language for inclusivity purposes.

7 Board policies

7.8 Rules of order

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

Review period: Biennial

Date of latest amendment:

Date last reviewed: January 8, 2020

Board meetings will be conducted in an orderly, effective fashion, led and defined by the President or, if required, their designate (the “meeting chair”) in accordance with the *Robert’s Rules of Order*, unless otherwise described below.

- (1) All Bylaw obligations respecting Board meetings shall be satisfied. In the event of any conflict or inconsistency between the terms and provisions of these rules of order and the Bylaws, the Bylaws shall govern.
- (2) Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
- (3) All meetings are recorded, except for any parts of the meetings which may be held in-camera, for accuracy of minute-taking. Recordings are destroyed following the meeting minutes being approved, as the minutes constitute the official record of the meeting.
- (4) Meeting order and decorum shall be maintained and all Directors and CEO Group Advisors (collectively, “Board members”) shall be treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
- (5) During discussion and debate, Board members shall keep their comments relevant to the issue under consideration.
- (6) Board meetings shall be conducted at a level of formality considered appropriate by the meeting chair. Discussion of a matter may not occur until after a motion has been made and seconded.
- (7) The agenda for Engineers Canada Board meetings is developed by staff and approved by the Past President, President, and President-Elect. A preliminary agenda is sent to Board members at least two months in advance of the meeting. Additions to the agenda are invited at this time.
- (8) Agenda books are distributed two weeks prior to the meeting, in order to give Board members the opportunity to review the material and prepare for the meeting. In some circumstances, agenda books may be distributed one week prior.
- (9) All agenda items should be accompanied by a briefing note. The briefing notes generally contain a synopsis of each topic, a proposed resolution, and alternatives. Budget implications are also addressed in most cases.

- (10) From time to time, events between the distribution of the agenda and the date of the meeting may necessitate additions to the meeting agenda. There shall be unanimous consent to add an item to the agenda at the meeting.
- (11) Proposals where the Board must take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by a motion of a Director. If the motion is seconded, it may be discussed, and then voted on.
 - a) The meeting chair may not, to the same extent as any other Director, make or second motions, or engage in debate.
 - b) The meeting chair may vote on any matter to be decided.
 - c) A Director may make a motion to amend a motion, but third-level amendments are out of order.
 - d) A motion to refer to a committee, postpone, or table a matter may be made with respect to a pending motion, and, if carried, shall set the motion (the initial proposal) aside accordingly.
- (12) Unless otherwise agreed, Board members may speak to a pending motion on as many occasions, and at such length, as the meeting chair may reasonably allow.
- (13) A vote on a motion shall be taken when discussion ends, but any Director may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the motion shall then be taken.
- (14) A majority vote will decide all motions before the Board excepting those matters in the Bylaw which oblige a higher level of approval, or those described in sections 10 and 11 of this policy.
- (15) A Director may request to have their vote on the record.
- (16) A motion to adjourn a Board meeting may be offered by any Director or, on the completion of all business, conclusion of the meeting may be declared by the meeting chair.
- (17) When further rules of order are developed by the Board, the Board will consider the most recent edition of *Robert's Rules of Order* as a resource guide.



7 Board policies

7.10 Whistleblowing ~~er~~ policy and procedure

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

Review period: Biennial

Date of latest amendment:

Date last reviewed: January 8, 2020

- (1) Engineers Canada is committed to the highest standards of ethical, moral, and legal personal and professional conduct. In line with this commitment and Engineers Canada’s commitment to open communication, this policy aims to provide an avenue for its ~~D~~irectors, staff, and volunteers to raise concerns and provide them with reassurance that they will be protected from reprisals or victimization for whistleblowing, when made in good faith.
- (2) This policy is intended to cover concerns about unethical, dangerous, or illegal activities (“whistleblower events”) that could have a serious and detrimental impact on Engineers Canada.
~~W~~histleblower events include, but are not limited to:
- An accounting, auditing, or other financial reporting fraud or misrepresentation;
 - Violations of federal or provincial laws that could result in fines or civil damages payable by Engineers Canada or that could otherwise significantly harm Engineers Canada’s reputation or public image;
 - Conduct that contravenes the ~~code~~ Board policy 4.3, Code of ~~e~~Conduct;
 - A danger to the health, safety, or well-being of employees, volunteers and/or the general public.
- (3) Any Engineers Canada staff member, volunteer, or ~~d~~irector of Engineers Canada who is aware of or suspects that a whistleblower event has occurred (a “complainant”) ~~a breach or violation and has serious concerns relating to accounting practices, internal controls, financial reporting, unethical, or illegal conduct~~ is responsible for reporting the concern as soon as they become aware of it.
- ~~(3)~~(4) A complaint Any reports concerning whistleblower events should be ~~reported~~ made in one of the following ways:
- a) To the CEO, if it concerns staff or volunteers;
 - ~~b) To the chair of the Finance, Audit, and Risk (FAR) Committee, if it concerns corporate accounting practices, internal controls, or auditing~~
 - ~~e)~~b) To the President of the Board, if it concerns a member of the Board or the CEO;
 - ~~e)~~c) To the President-~~E~~lect if it concerns the President of the Board.
- (4)(5) The report ~~must~~ shall be submitted on the Whistleblower Event Report Reporting of Irregularities form in Appendix A.
- ~~(5)~~(6) A complainant may remain anonymous if they so desire. However, to allow for a better investigation, the complainant ~~may want to~~ should consider identifying themselves. The complaint report will be treated with utmost confidentiality and disclosure of information will be limited to that which is necessary to conduct a complete and fair investigation.

Commented [GM1]: These functions are the responsibility of the CEO, so I don’t know why the whistleblower would go directly to FAR

Commented [ES2R1]: GC elected to remove (b) since it confuses the reporting structure. Staff should report to the CEO (including to report corporate accounting practices, internal controls or auditing irregularities), unless it concerns the CEO, in which case the report should be made to the President.



~~(6)~~(7) A complainant may identify themselves but request that their identity be withheld from the person who is alleged to have committed ~~an infraction~~ the whistleblower event.

~~(7)~~(8) All reports will be dealt with promptly, be fully reviewed, and/or investigated as appropriate, in a fair and equitable manner, ensuring a respectful process is followed for those involved.

~~(8)~~(9) The amount of contact between the complainant and the ~~body~~ individual investigating the report will depend on the nature of the issue and the quality of information provided. When filing a report under the policy, the complainant will be required to provide key information such as the individual(s) involved in the whistleblower event, the relevant dates, and the type and description of the whistleblower event ~~etc.~~ using the ~~Reporting of Irregularities~~ Whistleblower Event Report form provided in Appendix A of this policy. Further information may be sought from the complainant. The complainant is not expected to prove the truth of an allegation; however, adequate detail needs to be provided to demonstrate plausible grounds for concern.

~~(9)~~(10) In all cases, the person who is alleged to have committed ~~the infraction~~ the whistleblower event will be made aware of the report and will be provided the opportunity to respond to the allegations.

(11) Upon receiving a complaint report under this policy, the ~~authority~~ individual to whom the report was submitted pursuant to section 3-4 of this policy will determine the necessary response or action. Among the actions available are to:

- ~~a) (i)~~ take no further action; ~~(ii)~~
- ~~b)~~ make further inquiries (with the complainant and/or others to gather additional information); ~~(iii)~~
- ~~c)~~ conduct a formal investigation; or ~~(iv)~~
- ~~a) d)~~ refer the matter to the appropriate law enforcement agency.

~~(10)~~(12) In determining what action to take, the ~~authority~~ individual to whom the report was submitted ~~will~~ shall be required to gather evidence and verify the information provided, ascertain responsibility (to the extent they are able), ~~obtain and~~ review applicable laws, rules, and corporate policies and take any other action reasonably necessary to reach a conclusion of the matter.

~~(11)~~(13) If a formal investigation is initiated, ~~the~~ An investigation of any report may be undertaken by the ~~body~~ individual to whom ~~it~~ the whistleblower event is reported ~~shall consider whether it is necessary to engage the assistance of~~ to, or the investigation may be transferred to another appropriate investigator. The investigation may enlist the assistance of one or more employees resources including and outside external legal, accounting, or other advisors, as may be appropriate to conduct the investigation. ~~However, u~~ Under no circumstances ~~will~~ shall a matter be referred to an employee or the ~~or other~~ person who is the subject of the ~~concern or complaint~~ report or is otherwise an inappropriate person to assist with the investigation.

~~(12)~~(14) Appropriate corrective action will be taken if warranted by the findings of the investigation, in keeping with section Policy 4.3.1 of Board policy 4.3, Compliance with Board policies Code of Conduct.



~~(13)~~(15) Subject to legal and confidentiality constraints, the complainant should receive information about the outcome of any investigations.

~~(14)~~(16) No ~~director~~ Director, staff, or volunteer who, in good faith, makes a report under this policy reports a complaint shall suffer harassment, retaliation, or adverse consequences and they shall be protected from reprisals.

~~(15)~~(17) Anyone ~~raising a concern~~ making a report under this policy must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a serious issue. Any allegations which prove to have been made maliciously or knowingly to be false will be viewed as unethical conduct and may be dealt with in accordance with section 4.3.1 of Board policy 4.3, Code of Conduct.

~~(16)~~(18) Frivolous and vexatious reports are those where the ~~reporting~~ individual making the report under this policy knows or should reasonably be expected to know that there is no foundation for a ~~complaint~~ report, or where the report is filed for the purpose of bringing an adverse consequence to the subject of the report. Submitting a frivolous or vexatious report is a breach of this ~~Policy~~ policy and any individual who does so will be viewed as having engaged in unethical conduct and may be dealt with in accordance with section 4.3.1 of Board policy 4.3, Code of Conduct.

~~(17)~~ The Chair of the FAR Committee shall ~~notify the president of the Board of any complaint he or she receives~~.

~~(18)~~(19) The CEO shall ~~report to~~ notify the ~~FAR Committee~~ Board ~~twice annually the complaints if any whistleblower events concerning staff are reported, including to provide received and summary results of any investigations, as a standing item on the agenda of FAR Committee meetings~~.

Commented [ES3]: Change made to CEO's reporting obligation since the CEO reports to the Board, not the FAR Committee. Also, reporting to FAR alone suggests that whistleblower events are limited to financial controls or practices, yet this policy extends to other events as well.



Appendix A - ~~Reporting of irregularities form~~ Whistleblower event report

<p>Name of complainant (optional):</p> <p>My name <input type="checkbox"/> may <input type="checkbox"/> may not be disclosed to the subject of this report.</p>
<p>Person suspected of activity:</p>
<p>Nature of the allegations. Please include description of activity, when, and where it occurred and how/when you became aware of activity:</p>
<p>Did anyone else witness or is aware of activity? If yes, please identify and provide description of their role.</p>
<p>Describe the steps you have taken prior to making this complaint report.</p>

I am filing this ~~complaint~~ report because I believe that a whistleblower event _____ has behaved in a manner that could have a serious impact on Engineers Canada and that the behaviour may have an impact on accounting practices, internal controls, or financial reporting, or equate to unethical or illegal conduct ~~has or is likely to occur.~~

I hereby certify that to the best of my knowledge the above-mentioned information is true, accurate, and complete. I attest to reading ~~the Board policy 7.10, Whistleblowing~~ ~~wer policy~~ and understand that making false or frivolous allegations is in violation of this policy and ~~may result in my being~~ subject to ~~disciplinary~~ sanctions.

Furthermore, I ~~realize~~ ~~acknowledge~~ that an inquiry will be initiated once this ~~complaint~~ report has been filed.

Signature of the complainant (optional)

Date

7 Board policies

7.10 Whistleblowing

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

Review period: Biennial

Date of latest amendment:

Date last reviewed: January 8, 2020

- (1) Engineers Canada is committed to the highest standards of ethical, moral, and legal personal and professional conduct. In line with this commitment and Engineers Canada's commitment to open communication, this policy aims to provide an avenue for its Directors, staff, and volunteers to raise concerns and provide them with reassurance that they will be protected from reprisals or victimization for whistleblowing, when made in good faith.
- (2) This policy is intended to cover concerns about unethical, dangerous, or illegal activities ("whistleblower events") that could have a serious and detrimental impact on Engineers Canada. Whistleblower events include, but are not limited to:
 - An accounting, auditing, or other financial reporting fraud or misrepresentation;
 - Violations of federal or provincial laws that could result in fines or civil damages payable by Engineers Canada or that could otherwise significantly harm Engineers Canada's reputation or public image;
 - Conduct that contravenes the Board policy 4.3, *Code of Conduct*;
 - A danger to the health, safety, or well-being of employees, volunteers and/or the general public.
- (3) Any Engineers Canada staff member, volunteer, or Director who is aware of or suspects that a whistleblower event has occurred (a "complainant") is responsible for reporting the concern as soon as they become aware of it.
- (4) Any reports concerning whistleblower events should be made in one of the following ways:
 - a) To the CEO, if it concerns staff or volunteers;
 - b) To the President of the Board, if it concerns a member of the Board or the CEO;
 - c) To the President-Elect if it concerns the President of the Board.
- (5) The report shall be submitted on the *Whistleblower Event Report* form in [Appendix A](#).
- (6) A complainant may remain anonymous if they so desire. However, to allow for a better investigation, the complainant should consider identifying themselves. The report will be treated with utmost confidentiality and disclosure of information will be limited to that which is necessary to conduct a complete and fair investigation.
- (7) A complainant may identify themselves but request that their identity be withheld from the person who is alleged to have committed the whistleblower event.

- (8) All reports will be dealt with promptly, be fully reviewed, and/or investigated as appropriate, in a fair and equitable manner, ensuring a respectful process is followed for those involved.
- (9) The amount of contact between the complainant and the individual investigating the report will depend on the nature of the issue and the quality of information provided. When filing a report under the policy, the complainant will be required to provide key information such as the individual(s) involved in the whistleblower event, the relevant dates, and the type and description of the whistleblower event using the *Whistleblower Event Report* form provided in Appendix A of this policy. Further information may be sought from the complainant. The complainant is not expected to prove the truth of an allegation; however, adequate detail needs to be provided to demonstrate plausible grounds for concern.
- (10) In all cases, the person who is alleged to have committed the whistleblower event will be made aware of the report and will be provided the opportunity to respond to the allegations.
- (11) Upon receiving a report under this policy, the individual to whom the report was submitted pursuant to section 4 of this policy will determine the necessary response or action. Among the actions available are to:
- take no further action;
 - make further inquiries (with the complainant and/or others to gather additional information);
 - conduct a formal investigation; or
 - refer the matter to the appropriate law enforcement agency.
- (12) In determining what action to take, the individual to whom the report was submitted shall be required to gather evidence and verify the information provided, ascertain responsibility (to the extent they are able), review applicable laws, rules, and corporate policies and take any other action reasonably necessary to reach a conclusion of the matter.
- (13) If a formal investigation is initiated, the individual to whom the whistleblower event is reported shall consider whether it is necessary to engage the assistance of one or more resources including external legal, accounting, or other advisors, as may be appropriate to conduct the investigation. Under no circumstances shall a matter be referred to an employee or the person who is the subject of the report to assist with the investigation.
- (14) Appropriate corrective action will be taken if warranted by the findings of the investigation, in keeping with section 4.3.1 of Board policy 4.3, *Code of Conduct*.
- (15) Subject to legal and confidentiality constraints, the complainant should receive information about the outcome of any investigations.
- (16) No Director, staff, or volunteer who, in good faith, makes a report under this policy shall suffer harassment, retaliation, or adverse consequences and they shall be protected from reprisals.
- (17) Anyone making a report under this policy must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a serious issue. Any allegations which prove to have

been made maliciously or knowingly to be false will be viewed as unethical conduct and may be dealt with in accordance with section 4.3.1 of Board policy 4.3, *Code of Conduct*.

(18) Frivolous and vexatious reports are those where the individual making the report under this policy knows or should reasonably be expected to know that there is no foundation for a report, or where the report is filed for the purpose of bringing an adverse consequence to the subject of the report. Submitting a frivolous or vexatious report is a breach of this policy and any individual who does so will be viewed as having engaged in unethical conduct and may be dealt with in accordance with section 4.3.1 of Board policy 4.3, *Code of Conduct*.

(19) The CEO shall notify the Board if any whistleblower events concerning staff are reported, including to provide summary results of any investigations.

Appendix A -Whistleblower event report

<p>Name of complainant (optional):</p> <p>My name <input type="checkbox"/> may <input type="checkbox"/> may not be disclosed to the subject of this report.</p>
<p>Person suspected of activity:</p>
<p>Nature of the allegations. Please include description of activity, when, and where it occurred and how/when you became aware of activity:</p>
<p>Did anyone else witness or is aware of activity? If yes, please identify and provide description of their role.</p>
<p>Describe the steps you have taken prior to making this report.</p>

I am filing this report because I believe that a whistleblower event has or is likely to occur.

I hereby certify that to the best of my knowledge the above-mentioned information is true, accurate, and complete. I attest to reading Board policy 7.10, *Whistleblowing* and understand that making false or frivolous allegations is in violation of this policy and may result in my being subject to sanctions.

Furthermore, I acknowledge that an inquiry will be initiated once this report has been filed.

Signature of the complainant (optional)

Date



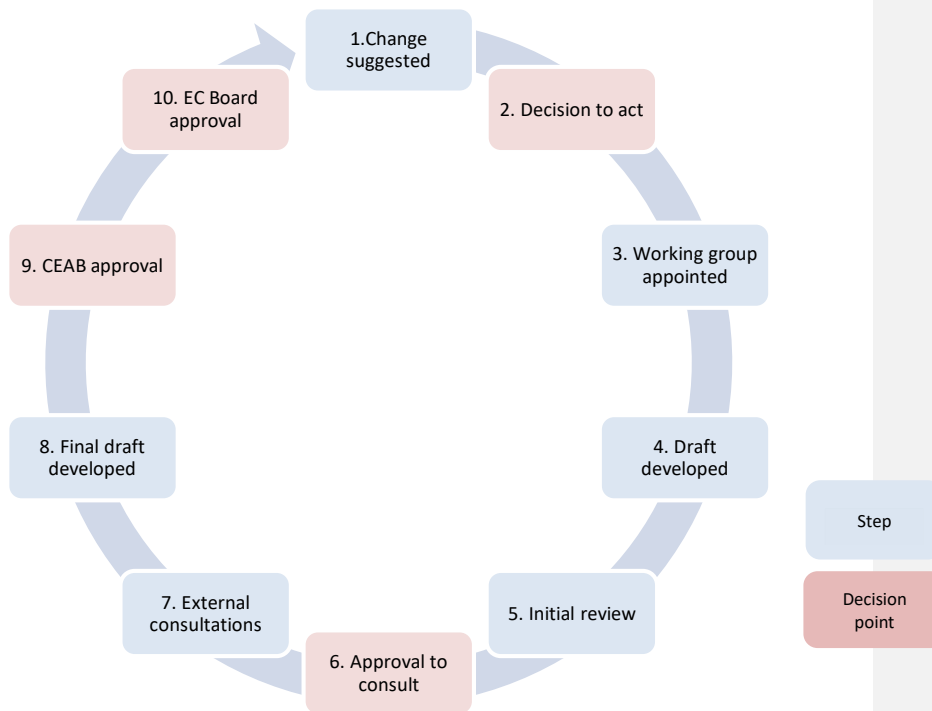
9 Board-approved documents and products

<i>Date of adoption: September 26, 2018 (Motion 5716)</i>	<i>Review period: Biennial</i>
<i>Date of latest amendment: May 24, 2019 (Motion 5756)</i>	<i>Date last reviewed: February 28, 2020</i>

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

9.1 Accreditation criteria and procedures report

- (1) The *Accreditation Criteria and Procedures* report contains information for institutions seeking to have their programs become or remain accredited. It includes accreditation criteria (the standards that the higher education institutions must meet), as well as procedures for accreditation visits and decisions.
- (2) All accreditation criteria and procedures are developed by the Accreditation Board, with support from Engineers Canada staff. Multiple stakeholders are consulted during the development as follows:





Accreditation Board criteria development process – step description

Step	Description
1. Change suggested	Changes may be brought forward by CEAB members, higher education institutions (HEIs), Regulators, or others. They are brought to a CEAB meeting for first consideration.
2. Decision to act	If the CEAB agrees that a potential change should be considered, the change is initially studied by the Policies & Procedures Committee (P&P)
3. Working group assigned	If necessary, the P&P may set up a dedicated <u>working group or task force</u> to study the issue and make recommendations.
4. Draft developed	The suggested change is discussed, and draft wording is developed by staff, the <u>working group/task group</u> , the P&P, or a subset thereof.
5. Initial review	A first draft of the proposed change is brought to a meeting of the P&P for review and approval to present to the CEAB. Some changes <u>are may be</u> approved at the same P&P meeting, while more significant changes may require additional revisions.
6. Approval to consult	The proposed change is presented to the full CEAB for review and approval to consult with <u>a broader group of identified stakeholders (including but not limited to: Regulators, Engineering Deans Canada (EDC), EDC’s Deans’ Liaison Committee, HEIs, Canadian Federation of Engineering Students (CFES), or others, depending on the nature of the change).</u>
7. External consultation	Input on the proposed change is sought from <u>identified stakeholders, the regulators and the Deans’ Liaison Committee (DLC) a committee of Engineering Deans of Canada (EDC). DLC input in many cases is formalized after an EDC meeting, meaning that informal feedback from DLC will be discussed by EDC members and a formal position may be provided by the EDC, through their chair.</u> <u>Additional consultation may include other HEI staff, the Canadian Federation of Engineering Students (CFES) or others.</u>
8. Final draft developed	Results from the consultation are reviewed <u>by the working group / task force who initially studied the issue</u> and further amendments <u>are may be</u> considered. A final draft of the proposed change is recommended to <u>the CEAB</u> for approval.
9. CEAB approval	A reason for the proposed change along with a summary of the feedback received during the consultation is presented to the CEAB for review and approval. The CEAB approves the proposed change and recommends it for approval by the Engineers Canada Board.
10. EC Board approval	The Engineers Canada Board reviews the change and approves it for inclusion in the next <i>Accreditation Criteria and Procedures</i> report.

Commented [E51]: Comment from the CEAB secretariat:
Change made to bring it in line with our naming practices. Though I understand we don’t have definitions of what warrants a WG vs. a TF. Our approach last year was that urgent and narrow issues got a TF (virtual visits) and broader/less urgent issues got WGs (everything else we worked on).

Commented [E52]: Comment from the CEAB secretariat:
The CEAB identifies which stakeholders are consulted. Normally, that comes along with the recommendations/report, but that’s part of what the AB accepts and approves.

Commented [E54]: Comment from the CEAB secretariat:
Consider removing this sentence. We can’t confirm this, and it seems unusual that we’d keep (unconfirmed) operational/procedural information about another entity in one of our policies.

(3) **All new criteria and any criteria changes must receive Board approval.** Therefore, the accreditation criteria are a Board-approved product for which the Board is responsible.

(4) The most recent Accreditation Criteria and Procedures reports can be found on Engineers Canada’s website at: <https://engineerscanada.ca/accreditation/accreditation-resources>

9 Board-approved documents and products

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

Review period: Biennial

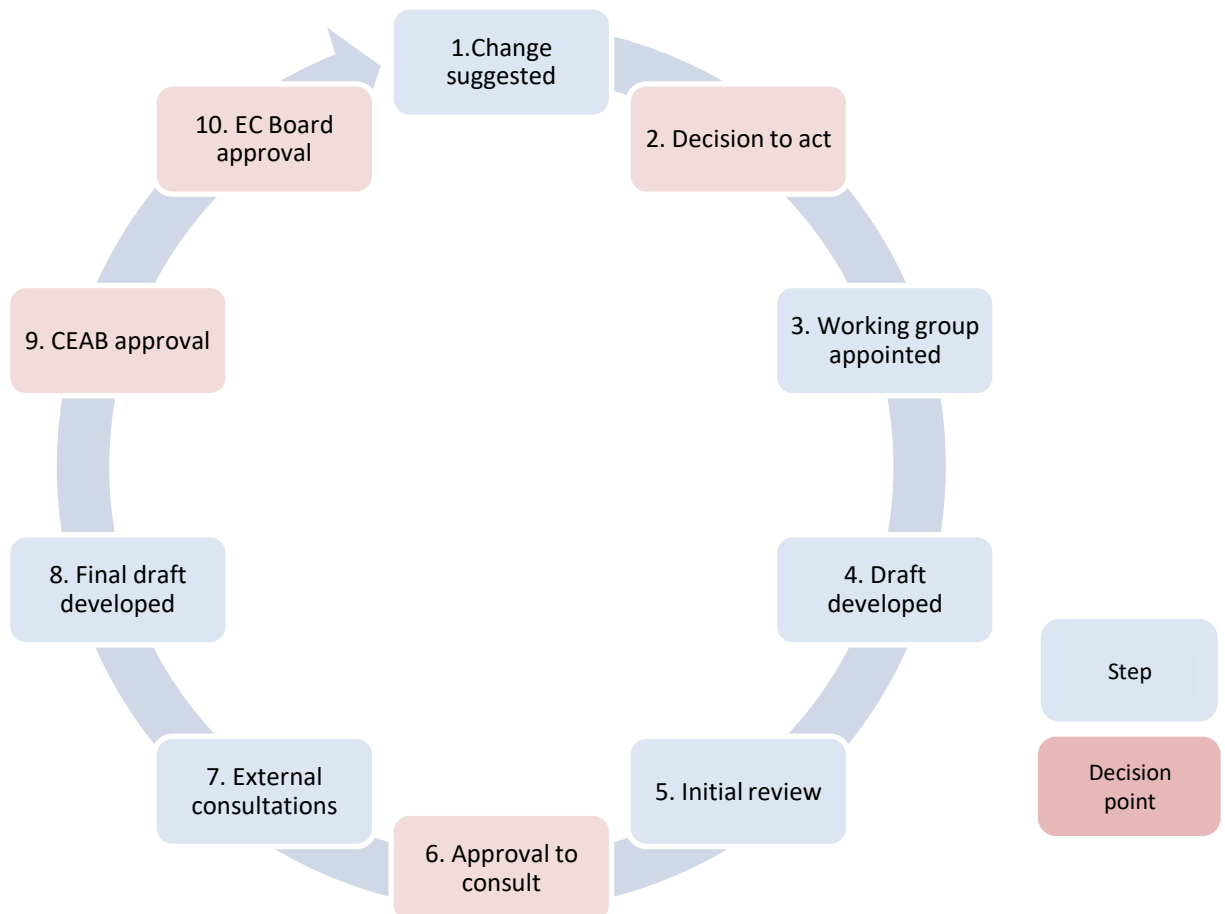
Date of latest amendment: May 24, 2019 (Motion 5756)

Date last reviewed: February 28, 2020

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

9.1 Accreditation criteria and procedures report

- (1) The *Accreditation Criteria and Procedures* report contains information for institutions seeking to have their programs become or remain accredited. It includes accreditation criteria (the standards that the higher education institutions must meet), as well as procedures for accreditation visits and decisions.
- (2) All accreditation criteria and procedures are developed by the Accreditation Board, with support from Engineers Canada staff. Multiple stakeholders are consulted during the development as follows:



Accreditation Board criteria development process – step description

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1. Change suggested	Changes may be brought forward by CEAB members, higher education institutions (HEIs), Regulators, or others. They are brought to a CEAB meeting for first consideration.
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7. External consultation	Input on the proposed change is sought from identified stakeholders.
8. Final draft developed	Results from the consultation are reviewed by the working group / task force who initially studied the issue and further amendments may be considered. A final draft of the proposed change is recommended to the CEAB for approval.
9. CEAB approval	A reason for the proposed change along with a summary of the feedback received during the consultation is presented to the CEAB for review and approval. The CEAB approves the proposed change and recommends it for approval by the Engineers Canada Board.
10. EC Board approval	The Engineers Canada Board reviews the change and approves it for inclusion in the next <i>Accreditation Criteria and Procedures</i> report.

- (3) **All new criteria and any criteria changes must receive Board approval.** Therefore, the accreditation criteria are a Board-approved product for which the Board is responsible.
- (4) The most recent Accreditation Criteria and Procedures reports can be found on Engineers Canada's website at: <https://engineerscanada.ca/accreditation/accreditation-resources>



1 Introduction and background

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

1.3 Purposes of Engineers Canada

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

Review period: ~~Biennial~~ Triennial

Date of latest amendment:

Date last reviewed: January 8, 2020

Commented [ES1]: Suggest revising to a Triennial review, since any change to this policy would only follow a more substantive review/revision of the purposes of the corporation (which, as a "fundamental change" under the CNCA (since it would require an amendment to the articles) would require approval by the members at a special meeting).

(1) The ~~P~~purposes define and constrain all activities undertaken by Engineers Canada. They are part of the *Articles of Incorporation*, and as such they are one of the key corporate governance documents. The strategic and operational plans are written to align precisely with the ~~P~~purposes.

(2) The purpose of Engineers Canada is to serve the collective interests of the ~~r~~Regulators, to promote and maintain the interests, honour, and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental to or conducive to the attainment of the foregoing, including to serve the regulators and strengthen the profession by:

Commented [ES2]: Reflects a defined term (within Policy 2, Definitions), so should be capitalized

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and amongst the ~~r~~Regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of engineering professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

(3) The ~~P~~purposes can be found on the website at:

<https://engineerscanada.ca/about/governance/policies-documents-and-resources>

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3 Reporting structure

The information in this section provides information to help understand the context of all policies in this manual.

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

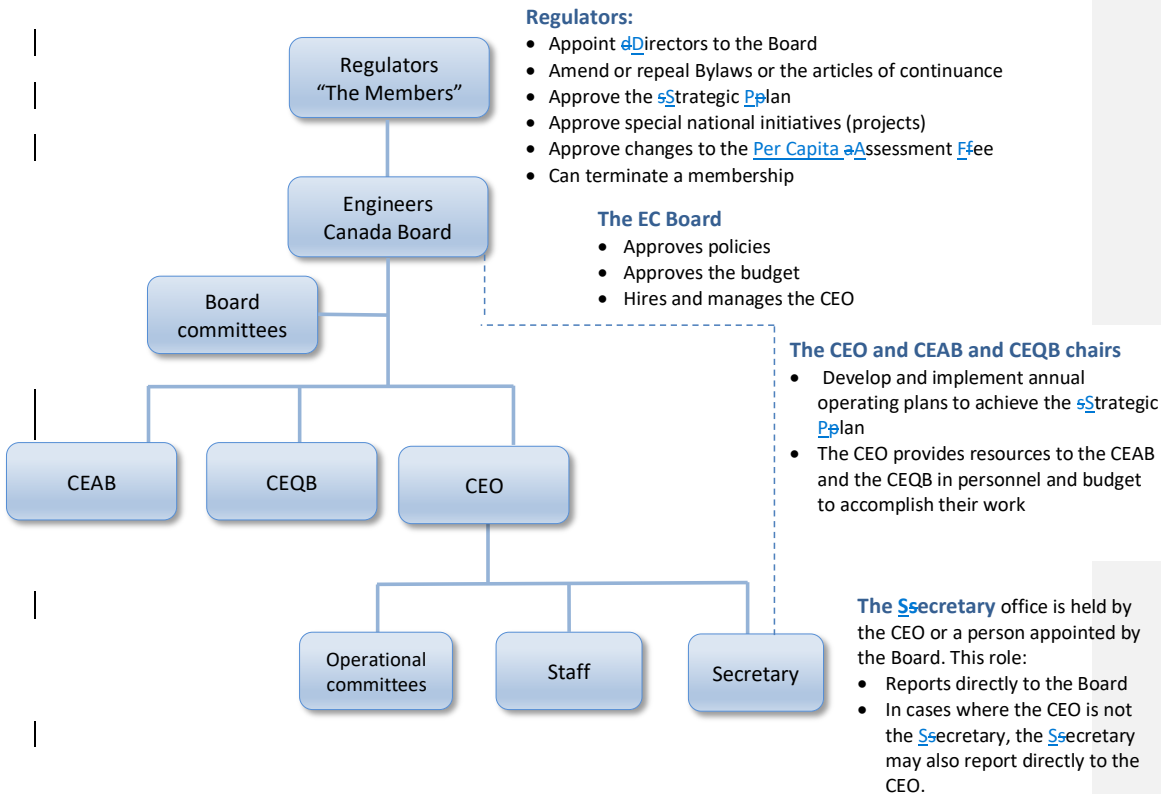
Review period: ~~Biennial~~ Triennial

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

Date last reviewed: May 22, 2020

Commented [E51]: No substantive changes suggested. Could change to triennial review.

- (1) The **R**egulators are the owners of Engineers Canada, referred to as the Members in the Bylaws.
- (2) The Board of Directors governs on behalf of the **R**egulators, and oversees Engineers Canada operations.
- (3) The CEO, **S**ecretary, and the chairs of the Accreditation and Qualifications Boards (CEAB and CEQB, respectively) are accountable to the Board, and report to the Board. The Board monitors the CEO and the chairs of the Accreditation and Qualifications Boards' performance and assesses their competence based on regular reporting.



3 Reporting structure

The information in this section provides information to help understand the context of all policies in this manual.

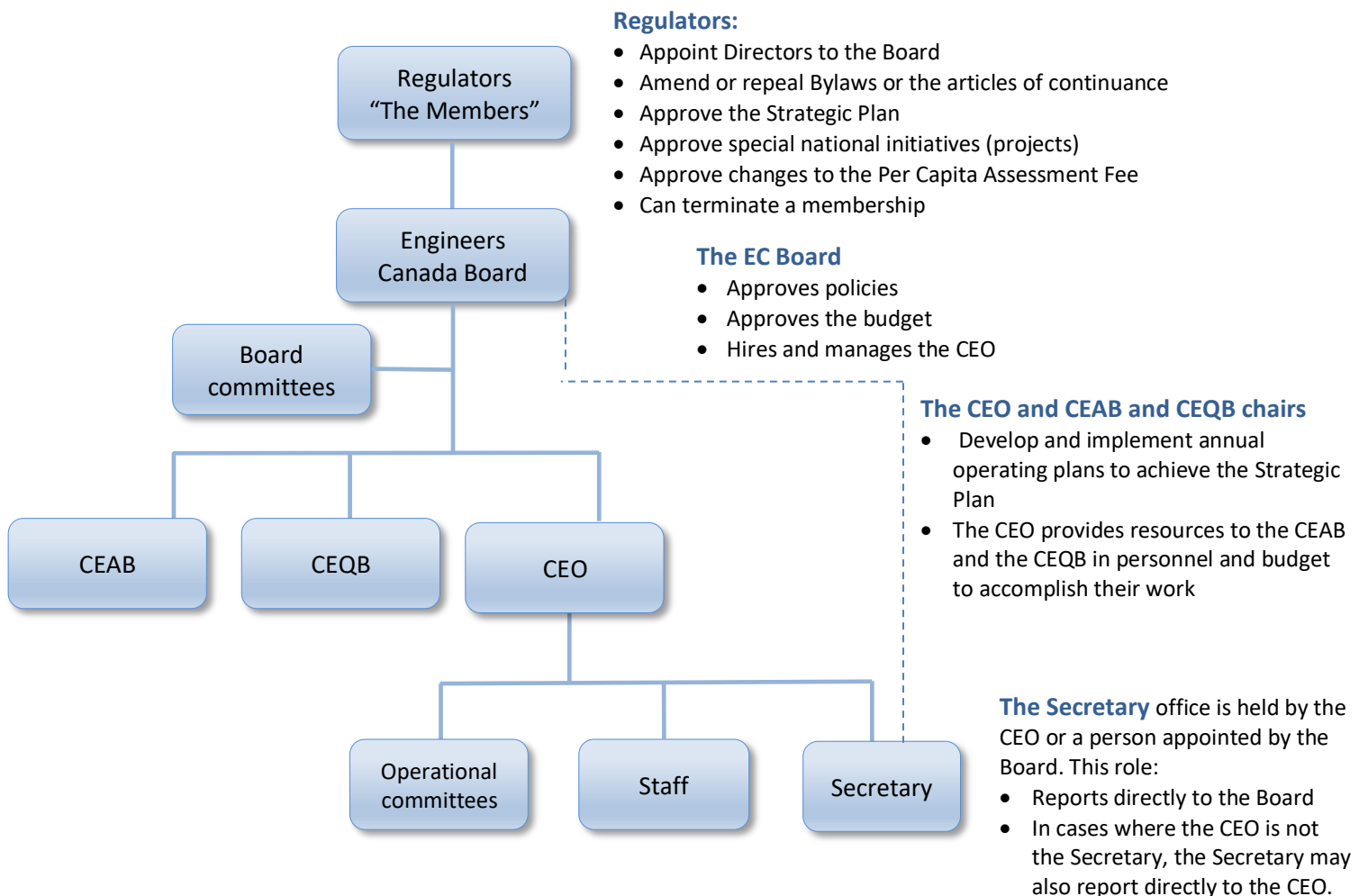
Date of adoption: April 9, 2018 (Motion 5693)

Review period: Triennial

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

Date last reviewed: May 22, 2020

- (1) The Regulators are the owners of Engineers Canada, referred to as the Members in the Bylaws.
- (2) The Board of Directors governs on behalf of the Regulators, and oversees Engineers Canada operations.
- (3) The CEO, Secretary, and the chairs of the Accreditation and Qualifications Boards (CEAB and CEQB, respectively) are accountable to the Board, and report to the Board. The Board monitors the CEO and the chairs of the Accreditation and Qualifications Boards' performance and assesses their competence based on regular reporting.



7 Board policies

7.2 Board relationship with the Canadian Federation of Engineering Students

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

Review period: ~~Biennial-Triennial~~

Date of latest amendment:

Date last reviewed: April 1, 2020

- (1) The Canadian Federation of Engineering Students ([CFES](#)) is the national organization that represents engineering students in Canada. They provide annual conferences and competitions as networking events for students that inspire innovation and foster the development of leadership, professional and ethical qualities, engineering identity, technical proficiency, and communication skills. They also conduct research on nationally relevant student issues and issues in the profession, and work with stakeholders in the community to tackle these issues.
- (2) Engineering students are an important voice in the future of the engineering profession-, and as such:
 - a) The Board maintains a relationship with the CFES to understand the challenges, expectations, and needs of students in order to inform decisions about Engineers Canada programs, projects, and services.
 - b) A representative of the CFES, typically the president, is invited to ~~the Engineers Canada's~~ spring meetings (~~the a~~Annual ~~m~~Meeting of Members and the Board meeting) and is requested to bring a report to the Board. All travel costs for this representative are covered by Engineers Canada.
 - c) Engineering students are a key stakeholder of accreditation. In addition to soliciting student feedback during program visits, the Accreditation Board is directed to maintain a relationship with the CFES and invite a representative to observe their meetings, requesting that they bring a report for the CEAB's consideration. All travel costs for this representative are covered by Engineers Canada.
 - d) Given the CFES's role as stakeholder and beneficiary of many Engineers Canada programs and services, the CEO is directed to maintain a relationship with the CFES and ensure that its viewpoint is considered.

7 Board policies

7.2 Board relationship with the Canadian Federation of Engineering Students

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

Review period: Triennial

Date of latest amendment:

Date last reviewed: April 1, 2020

- (1) The Canadian Federation of Engineering Students ([CFES](#)) is the national organization that represents engineering students in Canada. They provide annual conferences and competitions as networking events for students that inspire innovation and foster the development of leadership, professional and ethical qualities, engineering identity, technical proficiency, and communication skills. They also conduct research on nationally relevant student issues and issues in the profession, and work with stakeholders in the community to tackle these issues.

- (2) Engineering students are an important voice in the future of the engineering profession, and as such:
 - a) The Board maintains a relationship with the CFES to understand the challenges, expectations, and needs of students in order to inform decisions about Engineers Canada programs, projects, and services.

 - b) A representative of the CFES, typically the president, is invited to Engineers Canada's spring meetings (the annual meeting of Members and the Board meeting) and is requested to bring a report to the Board. All travel costs for this representative are covered by Engineers Canada.

 - c) Engineering students are a key stakeholder of accreditation. In addition to soliciting student feedback during program visits, the Accreditation Board is directed to maintain a relationship with the CFES and invite a representative to observe their meetings, requesting that they bring a report for the CEAB's consideration. All travel costs for this representative are covered by Engineers Canada.

 - d) Given the CFES's role as stakeholder and beneficiary of many Engineers Canada programs and services, the CEO is directed to maintain a relationship with the CFES and ensure that its viewpoint is considered.



Board policies

7.4 ~~Engineers Canada~~ Partnerships with external organizations

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

Review period: ~~Biennial~~ Triennial

Date of latest amendment:

Date last reviewed: April 1, 2020

Commented [ES1]: No substantive changes suggested. Could change to triennial review.

- (1) The Board maintains open communication with other organizations regarding national issues of joint concern that align with the ~~P~~urposes of Engineers Canada. This may include, but is not limited to:
 - a) Inviting representatives of those organizations to Board meetings; ~~and,~~
 - b) Meeting jointly with other Boards.
- (2) In addition to the ~~P~~resident's role as spokesperson of the Board, the ~~Engineers Canada~~ CEO is directed to maintain relationships, partnerships, and memberships with external organizations which contribute to achievement of the ~~S~~trategic ~~p~~lan and align with the ~~P~~urposes of Engineers Canada.
- (3) The ~~Engineers Canada~~ CEO is directed to submit a list of such relationships periodically to the Board, for information. This list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.
- (4) A partnership is defined as any relationship between Engineers Canada and an external organization that has an impact on achievement of the ~~S~~trategic ~~p~~lan or ~~which has~~ a significant financial or resource impact.

Commented [ES2]: Not needed to say 'EC CEO' since CEO is defined in the Definitions as being the CEO of Engineers Canada.

7.4.1. Criteria for establishment of partnership

- (1) The following criteria shall be considered when establishing ~~new~~ a ~~new~~ partnership at the Board or operational level:
 - a) The degree to which the partnership will contribute to achievement of the ~~S~~trategic ~~p~~lan and the purposes; ~~i~~
 - b) The financial and reputational value of the partnership; ~~i~~
 - c) The degree to which the partnership is mutually beneficial; ~~i~~
 - d) The cost of membership, where applicable; ~~and,~~
 - e) The alignment of the values, principles, and practices of the organization with Engineers Canada's.
- (2) When entering into a new partnership, the purpose and desired outcomes of the relationship shall be documented.
- (3) Partnerships shall be reviewed periodically by the ~~Engineers Canada~~ CEO to ensure that they continue to meet the criteria, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.

Board policies

7.4 Partnerships with external organizations

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

Review period: Triennial

Date of latest amendment:

Date last reviewed: April 1, 2020

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 - a) Inviting representatives of those organizations to Board meetings; and,
 - b) Meeting jointly with other Boards.
- (2) In addition to the President's role as spokesperson of the Board, the CEO is directed to maintain relationships, partnerships, and memberships with external organizations which contribute to achievement of the Strategic Plan and align with the purposes of Engineers Canada.
- (3) The CEO is directed to submit a list of such relationships periodically to the Board, for information. This list shall include the cost, if any, as well as the purpose of the relationship and its outcomes to date.
- (4) 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 which has a significant financial or resource impact.

7.4.1. Criteria for establishment of partnership

- (1) The following criteria shall be considered when establishing a new partnership at the Board or operational level:
 - a) The degree to which the partnership will contribute to achievement of the Strategic Plan and the purposes;
 - b) The financial and reputational value of the partnership;
 - c) The degree to which the partnership is mutually beneficial;
 - d) The cost of membership, where applicable; and,
 - e) The alignment of the values, principles, and practices of the organization with Engineers Canada's.
- (2) When entering into a new partnership, the purpose and desired outcomes of the relationship shall be documented.
- (3) Partnerships shall be reviewed periodically by the CEO to ensure that they continue to meet the criteria, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.



BRIEFING NOTE: For decision

Collaboration Task Force		4.3
Purpose:	To approve the newly drafted Board policy 6.14, <i>Collaboration Task Force Terms of Reference</i>	
Link to the Strategic Plan/Purposes:	Board Responsibility 4: Ensure the development and periodic review of Board policies	
Link to the Corporate Risk Profile:	National collaboration (strategic) Governance functions (strategic)	
Motion to consider:	<i>THAT the Board, on recommendation of the Governance Committee, approve the new Board policy 6.14, Collaboration Task Force Terms of Reference.</i>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, Corporate Secretary and Stephanie Price, Executive Vice President, Regulatory Affairs	
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the Governance Committee	

Problem/issue definition

- The [2022-2024 Strategic Plan](#), approved by the Members in May 2021, includes a strategic priority to “strengthen collaboration and harmonization”. This priority will focus on working with the Regulators to determine if it is possible to adopt a national statement of collaboration. The collaboration statement will establish principles and areas for pan-Canadian regulatory harmonization.
- As part of the strategic planning process, it was agreed that a Collaboration Task Force consisting of Board Directors would be imperative in overseeing, supporting, and guiding this priority to achieve a successful outcome. Terms of reference have been drafted to support this initiative.

Proposed action/recommendation

- That the Board approve Board policy 6.14, *Collaboration Task Force Terms of Reference*.

Other options considered

- None, the implementation of a Collaboration Task Force was strongly supported during the planning stages of the 2022-2024 Strategic Plan.

Risks

- Strengthening collaboration and harmonization will require significant contact with the Regulators to fully understand their positions on national collaboration.
- National collaboration is a strategic risk on the [Corporate Risk Profile](#). As such, the Board has overall responsibility for monitoring and addressing this risk. Lack of Board oversight in this strategic priority could be perceived as a lack of engagement in the mitigation of a strategic risk.

Financial Implications

- The task force will meet face-to-face up to four (4) times over the life of the task force, and a consultant may be secured to advise on the development of a collaborative process for Consultations. These costs have been included in the 2022 budget and the 2023 and 2024 budget projections.

Benefits

- Having Board Directors participate on this task force will provide them with a direct understanding of how the Regulators want to collaborate on a national level, and what barriers and opportunities exist.
- The Directors will provide valuable insight, advice, and feedback to guide the work of staff in:
 - o consultations with Regulators,
 - o developing a position paper, and,
 - o if possible, developing a collaboration statement.
- The task force's oversight will lead to Engineers Canada having a clear understanding of its role in terms of harmonization efforts and will allow for future resource planning to support national harmonization in the areas identified.

Consultation

- The Executive Vice President, Regulatory Affairs, and the Manager, Regulatory Liaison, who will be supporting the task force, drafted the terms of reference, with feedback provided by the Corporate Secretary and the Governance Administrator. The CEO has also reviewed the terms of reference.
- The Governance Committee reviewed and approved the terms of reference at its September 15, 2021 meeting.

Next steps

- At a meeting following the Board's approval of the terms of reference, the HR Committee will consider the proposed composition of the task force. The HR Committee's recommendations will be brought to the Board for approval in June 2022.

Appendix

- **Appendix 1:** Board policy 6.14, *Collaboration Task Force Terms of Reference*

6 Engineers Canada Board committees and task forces

6.14 Collaboration Task Force terms of reference

Date of adoption: (Motion #)

Review period: Triennial

Date of latest amendment:

Date last reviewed:

6.14.1 Purpose and responsibilities

- (1) The Regulators have asked Engineers Canada to undertake a strategic priority to *Strengthen collaboration and harmonization* (on page 6 of [this pdf](#)). This strategic priority will seek to increase harmonization of regulatory practices across Canada by defining Engineers Canada's specific mandate in terms of harmonization and identifying areas for future harmonization.
- (2) A task force of the Engineers Canada Board is required to provide advice and feedback to staff regarding key external-facing documents, messaging, and interactions with Regulators.
- (3) The Collaboration Task Force will be struck to provide advice and feedback to Engineers Canada staff on:
 - a) A position paper on collaboration and harmonization;
 - b) Consultations with Regulators on the position paper;
 - c) The decision of whether or not to pursue a signed collaboration statement (based on the results of the Consultation); and,
 - d) The content of the collaboration statement
- (4) The goal of the strategic priority is that Engineers Canada has a clear mandate and key focus areas for harmonization. The task force will contribute by overseeing the investigation into Engineers Canada's mandate for harmonization from the Regulators including:
 - a) the extent of harmonization that is desired;
 - b) the areas of regulation that can be harmonized; and
 - c) the role of Engineers Canada in harmonization efforts.

6.14.2 Authority

- (1) The task force will exercise its authority as set out in these terms of reference and will do so with the support of the Board and staff.

6.14.3 Composition and term

- (1) The task force will be chaired by a member selected by the group and will be composed of four (4) Directors, each from a different Regulator. The Directors shall represent a diversity of Regulators by size, including:
 - a) 1 or 2 members from APEGA, Engineers & Geoscientists BC, OIQ or PEO

- b) 1 or 2 members from APEGS or Engineers Geoscientists MB
 - c) 1 or 2 members from APEGNB, Engineers Nova Scotia, Engineers PEI, Engineers Yukon, NAPEG or PEGNL
- (2) The members shall be either in their first term on the Board (with a reasonable probability of reappointment), or in their second term, as long as that term extends to at least 2024. This is to ensure that all task force members will be Directors for the full life of the task force's mandate.
- (3) The task force will be stood down either after:
- a) a collaboration statement is signed by all Regulators (expected to be in June 2024), or
 - b) when Consultations on the position paper reveal that no such statement is achievable (completion of all Consultations is expected in October 2023).

6.14.4 Modus operandi

- (1) Correspondence between task force members shall be done by email, copied to all members.
- (2) The task force will meet via virtual meetings and hold up to four (4) face-to-face meetings during the term of the task force.

6.14.5 Resources

- (1) The task force will be supported by the Manager, Regulatory Liaison. A consultant will also be employed to advise on the development of a collaborative process for Consultations.

BRIEFING NOTE: For decision

Board Consultation Plan		4.4
Purpose:	To approve the 2022 Board Consultation Plan	
Link to the Strategic Plan:	Board Responsibility 2: Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation and feedback	
Link to the Corporate Risk Profile:	National collaboration (strategic risk) Client satisfaction (operational risk)	
Motion(s) to consider:	<i>THAT the Board approve the 2022 Board Consultation Plan.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Stephanie Price, Executive Vice President Regulatory Affairs	
Presented by:	Kathy Baig, Director from Quebec, and President-Elect	

Problem/issue definition

- As per Board responsibility 2 referenced in Board policy 4.1, *Board Responsibilities*, the Board has a responsibility to ensure that the Regulators are consulted on any new or significantly revised programs, products or services of Engineers Canada.
- As per Board policy 7.11, *Consultation*, the President-Elect is tasked with annually reviewing the Board's consultation items.
- In order to facilitate this annual review, Engineers Canada staff have developed a list of all Board consultations planned for the upcoming year (appendix 1).
- The purpose of pre-planning all Consultations is for visibility and resource planning by the Regulators.
- The 2022 Board Consultation Plan addresses all issues that are the responsibility of the Board and its committees (including the CEQB and CEAB). The CEO's operational consultation plan is also included as appendix 2, for information only.

Proposed action/recommendation

- That the Board approve the proposed 2022 Board Consultation Plan.

Other options considered:

- None. This plan is required by Board policy 7.11, *Consultation*.

Risks

- The plan is based on best-available information at this point in time. As work progresses in 2022, timelines may change, and additional items may be added to the list.
- Effective consultation is a control that serves to mitigate the strategic risk on national collaboration, as consultation is one way to engage Regulators.
- Effective consultation is also a control that mitigates the operational risk on client satisfaction since it helps Engineers Canada to better understand client needs.

Financial implications

- None, all items in the plan are included in the 2022 budget.

Benefits

- Regulators will know what work Engineers Canada is undertaking and when input will be requested. Regulators can plan their own resources and make decisions about which consultations they wish to participate in and which they will forego.

Consultation

- All items on the Board Consultation Plan stem from the CEAB and CEQB work plans and the 2022-2024 Strategic Plan, all of which were extensively consulted on.

Next steps (if motion approved)

- The complete 2022 Consultation Plan (Board and operational) will be sent to all Regulators and posted on the Engineers Canada [website](#).
- Throughout 2022, Engineers Canada will undertake consultations, share the results, and update the website.

Appendices

- **Appendix 1:** 2022 Board Consultation Plan
- **Appendix 2:** 2022 Operational Consultation Plan (for information only)

Engineers Canada 2022 Consultation Plan (Board)

Portfolio	Consultation topic	Consultation objective	What is the purpose of the final product, program or service?	Who directed this work?	Who is being consulted?	Type of consultation	Planned start	Planned finish	Operational /Board ?
OP1 Accreditation	CEAB work plan	To determine if any items should be added or removed from the work plan	The CEAB work plan provides clear direction to the CEAB on what work to do in 2022	EC Board	Regulators and EC Board	Hybrid	Jun 2022	Oct 2022	Board
OP1 Accreditation	Methodologies for quantifying curriculum content inputs	To gather stakeholder input to the CEAB's report <i>Accreditation Input Analysis</i>	To adopt an input measure that is relevant to modern education and other pedagogical models	CEAB in response to EDC and HEIs	Regulators, HEIs and EC Board	Hybrid	Apr 2022	Jun 2022	Board
OP3 Services & Tools	NEW Guideline on Workplace Gender Equity	To gather feedback on the draft guideline	To increase gender parity in engineering workplaces, in support of the 30 by 30 goal	EC Board	Regulators, 30 by 30 champions and EC Board	Hybrid	Feb 2022	Mar 2022	Board
OP3 Services & Tools	Agricultural engineering syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Feb 2022	Mar 2022	Board
OP3 Services & Tools	NEW Guideline for engineers and engineering firms on Indigenous consultation and engagement	To gather feedback on the draft general direction document	To increase the awareness and ability of practising engineers in support of Operational Imperative 9: Promoting diversity and inclusivity in the profession	EC Board	Regulators, IAC, Indigenous stakeholders, and EC Board	Hybrid	Feb 2022	Mar 2022	Board
OP3 Services & Tools	Engineers Canada paper on software engineering	To gather Regulator feedback on the revised paper	To provide information that supports Regulators' enforcement, practice and discipline work in this field	EC Board, in response to Regulator request	Regulators	Hybrid	Feb 2022	Mar 2022	Board
OP3 Services & Tools	NEW Feasibility study on alternative methods of academic assessment for non-CEAB applicants	To gather feedback on the draft study	To provide alternatives for consideration by the Regulators, in support of continuous improvement in licensure processes	EC Board	Regulators and EC Board	Hybrid	May 2022	Jun 2022	Board
OP3 Services & Tools	Complementary studies syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Oct 2022	Nov 2022	Board
OP3 Services & Tools	Chemical engineering syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Oct 2022	Nov 2022	Board
OP3 Services & Tools	NEW Guideline for engineers and engineering firms on Indigenous consultation and engagement	To gather feedback on the draft guideline	To increase the awareness and ability of practising engineers in support of Operational Imperative 9: Promoting diversity and inclusivity in the profession	EC Board	Regulators, IAC, Indigenous stakeholders, and EC Board	Hybrid	Oct 2022	Nov 2022	Board
OP3 Services & Tools	Electrical engineering syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Oct 2022	Nov 2022	Board
OP3 Services & Tools	Mechanical engineering syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Oct 2022	Nov 2022	Board
OP3 Services & Tools	Mechatronics engineering syllabus	To seek Regulator feedback on the revised/updated syllabus	To have a syllabus that reflects what is taught in accredited engineering programs, so that non-CEAB applicants for licensure can be assessed to the same standard	CEQB in response to syllabus age and Regulator feedback	Regulators	Email	Oct 2022	Nov 2022	Board
OP3 Services & Tools	Guideline on good character	To gather Regulator feedback on the revised guideline	To better define "good character" for the public, and provide information to help Regulators assess character	CEQB in response to guideline age and Regulator feedback	Regulators and EC Board	Hybrid	Oct 2022	Nov 2022	Board
SP1.1 Accreditation	Investigate and validate the purpose and scope of accreditation	To understand Regulator needs, challenges, constraints, and requirements for the academic requirement(s) for licensure	To define a national academic requirement for licensure, applicable to all applicants	Members (Regulators)	Regulators and HEIs	Hybrid	Oct 2022	Dec 2022	Board
SP1.1 Accreditation	Investigate and validate the purpose and scope of accreditation	To set the scope for the Engineering Education Report	To understand the current engineering education landscape	Members (Regulators)	Regulators and HEIs	Face-to-face	Jan 2022	Jan 2022	Board
SP1.1 Accreditation	Investigate and validate the purpose and scope of accreditation	To get input from Regulators and educators to develop the 'general direction' document on the purpose of the accreditation system	To clarify or reset the purpose of licensure for all stakeholders	Members (Regulators)	Regulators and HEIs	Hybrid	Jul 2022	Dec 2022	Board
SP1.2 Strengthen collaboration and harmonization	Strengthen collaboration and harmonization	To obtain input from Regulators regarding the barriers and success factors related to regulatory harmonization	To understand past successes and failures in terms of Regulators' harmonization	Members (Regulators)	Regulators	Hybrid	Apr 2022	Jun 2022	Board
SP1.2 Strengthen collaboration and harmonization	Strengthen collaboration and harmonization	To obtain feedback from the Board on a position paper on regulatory harmonization	To describe the issues around regulatory harmonization which will be used to foster consultation with the Regulators on the topic	Members (Regulators)	EC Board	Email	Sep 2022	Oct 2022	Board
SP2.1 Accelerate 30 by 30	Accelerate 30 by 30	To obtain input from Regulators regarding the corporate engagement strategy	To engage employers in making their workplaces more equitable, diverse and inclusive	Members (regulators)	Regulators	Hybrid	Apr 2022	Jul-22	Board

Engineers Canada 2022 Consultation Plan (Operational)

Portfolio	Consultation topic	Consultation objective	What is the purpose of the final product, program or service?	Who directed this work?	Who is being consulted?	Type of consultation	Planned start	Planned finish	Operational /Board ?
OP4 National programs	Affinity products and services	To obtain feedback on the direction and content of new and refined product(s) to continue to provide value and support to the Regulators	Continuous improvement of the affinity products that are valuable to Regulators	EC staff	Regulators	Hybrid	Sep 2022	Nov 2022	Operational
OP5 Federal government advocacy	New National Position Statement (NPS): Role of engineers in building a safe and resilient Canada	To review and provide subject matter expertise input into the draft documents	To define the collective position of the profession, facilitate discussion with government, and influence public policy	Public Affairs and Advisory Committee, with EC Board approval	Regulators and EC Board	Email	Mar 2022	Apr 2022	Operational
OP5 Federal government advocacy	Review of National Position Statement (NPS): Procurement	To review and provide subject matter expertise input into the draft documents	To define the collective position of the profession, facilitate discussion with government, and influence public policy	Public Affairs and Advisory Committee, with EC Board approval	Regulators and EC Board	Email	Mar 2022	Apr 2022	Operational
OP6 Regulatory research	Regulatory research paper: Energy engineering	To obtain feedback on the direction and content of the research subject to ensure the research supports the defined needs of Regulators	To provide information that supports Regulators' decision-making	Proposed by EC staff and approved by CEO Group	Regulators	Hybrid	Apr 2022	May 2022	Operational
OP6 Regulatory research	Regulatory research paper: Multi-disciplinary engineering	To obtain feedback on the direction and content of the research subject to ensure the research supports the defined needs of Regulators	To provide information that supports Regulators' decision-making	Proposed by EC staff and approved by CEO Group	Regulators	Hybrid	Apr 2022	May 2022	Operational

BRIEFING NOTE: For decision

Chair assessment		4.5
Purpose:	To approve content of the survey for 2022 chair assessments as per Board policy 6.2, <i>Board, Committee, and Task Force Chair Assessment</i>	
Link to the Strategic Plan/Purposes:	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	
Link to the Corporate Risk Profile:	Governance functions (strategic risk)	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the HR Committee, approve the content of the chair assessment survey.</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	Jean Boudreau, Director from New Brunswick, and Chair of the HR Committee	

Problem/issue definition

- This is the third year that the Engineers Canada Board will be implementing annual assessments for Board committee chairs.
- The assessment survey, as developed and provided in appendix 1, was created in accordance with Board policy 6.2, *Board, Committee, and Task Force Chair Assessment*.
- Following the second year of implementation, feedback continues to be received about the timing and impact of the assessment:
 - The 2020 survey was distributed in early March with results delivered in late-April/May and there was little time left in the chairs’ terms to respond to feedback. In 2021, the survey was distributed in December with results provided in January, and it was felt by some that there had not been enough committee activity on which to base their feedback.
 - The governance effectiveness survey revealed concerns among stakeholders (members of the senior leadership team, Directors, CEO and Presidents Group members) that the current assessment process for Board and committee chairs does not necessarily lead to improved performance.
- The Governance Committee considered these issues with their proposed revisions to Board policy 6.2, *Board, Committee, and Task Force Chair Assessment*, to include an informal assessment into the process:
 - At the end of each meeting, committee chairs will be encouraged to seek constructive input from meeting participants, including feedback related to the chair’s abilities (facilitation skills and meeting preparedness) in addition to what should be improved going forward.
 - Chairs could receive immediate feedback, which they can quickly use to make necessary adjustments for future meetings.
 - The formal process will be maintained with no changes, since it provides the option for anonymous feedback, facilitates a documented evaluation, and provides the President-Elect with an opportunity to individually discuss matters such as an action or succession plan with the chairs.

- In reviewing the content of the chair assessment survey, staff have made the following improvements:
 - Better defined rating scale.
 - Removed reference to the responsibility of “Reviewing committee minutes and briefing notes”. Although this is a responsibility listed in policy 6.2, *Board, Committee, and Task Forces Chair Assessment*, it was felt that this would be a difficult indicator for committee/Board members to measure, and it does not provide valuable input for improvement.
 - Revised one responsibility from “Developing, monitoring, and delivering on the work plan with support from staff” to simply “Delivering on the work plan”, which ensures the responsibility is limited to that which is measurable by the survey respondents.
- Following their review on October 5, the HR Committee agreed to further refine wording of two competencies for measurement to ensure that evaluation is based on demonstration rather than understanding of concepts.
- Delivery of the assessment results is the responsibility of the President-Elect. Constructive feedback delivery is a specialized skill that requires years of experience, and this responsibility may not be suited to every President-Elect candidate. In the years where the President-Elect candidate is not comfortable delivering the results to chairs, the Human Resources (HR) Committee will discuss options, including transferring the responsibility to another committee member who has experience in this area. This year, it is confirmed that Kathy Baig, President-Elect, will be delivering the results.

Proposed action/recommendation

- That the Board approve the survey for implementation.

Other options considered

- None.

Risks

- Not implementing the assessments for chairs would put Directors and the organization at risk in terms of compliance with policies.

Financial implications

- None.

Benefits

- Measuring the actions of chairs will have the following benefits:
 - Increased effectiveness of the Board as a governing body.
 - Opportunity for chairs to reflect on their contributions, and to receive feedback from their peers.
 - Opportunity to identify actions that can be taken to increase the value of committee and chair contributions.
- Results will inform development opportunities.

Consultation

- The survey has been created in accordance with [Board policies 6.1, Board Committees and Task Forces and 6.2, Board, Committees, and Task Force Chair Assessment](#) and was approved by the HR Committee at their meeting on October 5.

Next steps (if motion approved)

- Staff will launch the surveys and circulate to Directors and committee members for completion. The survey will be open for two full business weeks.
- Once the survey closes and tabulated reports have been prepared, the President-Elect, or their designate, will review and deliver the reports to the chairs.
- Following delivery of the reports, discussions with the President-Elect, or their designate, will be scheduled if requested by the chairs.

Appendices

- **Appendix 1:** Structure and content of the chair assessment survey

Appendix 1: Structure and content of the chair assessment survey

Background

The purpose of this exercise is to measure the performance of chairs, who have specific competencies and responsibilities to meet. The assessment process facilitates succession planning for the Board, task forces and committees, in addition to providing personalized feedback for the individuals holding the chair roles. This assessment is developed using existing Board policy 6.1, *Board Committees and Task Forces* and 6.2, *Board, Committees, and Task Force Chair Assessment*.

Chair assessments take place annually and the distribution of each assessment is as follows:

Subject of assessment	Survey recipients
Canadian Engineering Accreditation Board (CEAB) chair	CEAB committee members, Engineers Canada Board
Canadian Engineering Qualifications Board (CEQB) chair	CEQB committee members, Engineers Canada Board
Finance, Audit, and Risk Committee chair	Committee members, Engineers Canada Board
Governance Committee chair	Committee members, Engineers Canada Board
Human Resources Committee chair	Committee members, Engineers Canada Board
Engineers Canada Board chair	Engineers Canada Board, CEAB and CEQB chairs

How will the results be used?

Due to the 1-year terms for committees, this assessment will provide the individual chairs with feedback on their performance rather than influencing operations of the current committee. Unless otherwise marked as confidential, open-ended feedback is shared, unattributed, with the individual chair being assessed. Please ensure that comments are typed out in full so they can be properly shared with the individual (i.e. refrain from using “as above”, etc.).

Following the close of the survey period, the President-Elect or their designate will provide each chair with a report that includes the tabulated responses and the open, unattributed feedback. Each chair has the option of scheduling a discussion with the President-Elect, or their designate, to discuss their individual results. This meeting is optional, and would focus on:

- Training opportunities: areas for improvement and potential supports required by the individual
- Involvement opportunities: Identification of the individual’s interests in future board contributions and roles, as well as succession opportunities

Measuring chair competencies

The following competencies have been identified in Board policy 6.1, *Board Committees and Task Forces* in addition to the competencies established in Board policy 4.8, *Board Competency Profile*, as competencies that a chair should demonstrate to fulfill their role. Considering their performance as chair, please rate the competency (i.e. the skill, knowledge and ability) demonstrated by the chairs in the following areas, using this scale:

- 3** – demonstrates a high degree of competency
- 2** – demonstrates a moderate degree of competency
- 1** – demonstrates a limited degree of competency
- 0** - Not able to measure

Chair competency	President/Chair of the EC Board	Chair of Governance	Chair of HR	Chair of FAR	Chair of the CEAB	Chair of the CEQB
1.1. Ability to build consensus						
1.2. Demonstrates their understanding of the Engineers Canada governance model						
1.3. Considers and reflects on the broader strategic context						
1.4. Demonstrates communication and relationship management skills with key external stakeholders (e.g. with the CEAB, the CEQB, the Regulators, the CEO Group, the officials’ groups and Engineers Canada staff)						
1.5. Work ethic, commitment, and ability to meet deadlines						

Commented [CM1]:

Improved from:
3 – demonstrates an in-depth understanding
2 – demonstrates a strong understanding
1 – demonstrates a limited understanding
0 - Not able to measure

Measuring chair responsibilities

Chairs work closely with staff at Engineers Canada to provide leadership and are expected to take on the following responsibilities in their role, among others (as per Board policy 6.1, *Board committees and task forces*). Please measure the level of skill demonstrated by the chairs within the following areas of responsibility, using this scale:

- 3** – demonstrates a high level of skill
- 2** – demonstrates a moderate level of skill
- 1** – demonstrates a limited amount of skill
- 0** - Not able to measure

Commented [CM2]:

Improved from:
3 – demonstrates an in-depth understanding
2 – demonstrates a strong understanding
1 – demonstrates a limited understanding
0 - Not able to measure

Chair responsibility	President/Chair of the EC Board	Chair of Governance	Chair of HR	Chair of FAR	Chair of the CEAB	Chair of the CEQB
2.1. Chairing meetings and setting the [Board / committee] agenda						
2.2. Delivering on the work plan						
2.3. Providing updates on the committee’s activities to the Engineers Canada Board						
2.4. Directing committee deliberations that are timely, fair, orderly, thorough, and efficient						
2.5. Addressing issues arising with and between committee members						



BRIEFING NOTE: For decision

In-person meeting guidelines and vaccination policy (temporary measures)		4.6
Purpose:	To approve a new Board policy and related guideline	
Link to the Strategic Plan / Purposes:	Board Responsibility 4: Ensure the development and periodic review of Board policies	
Link to the Corporate Risk Profile:	Governance functions (strategic) Reputation (operational)	
Motion to consider:	<i>THAT the Board, on recommendation of the Governance Committee, approve:</i> <i>i. Policy 7.13, Vaccination for in-person meetings</i> <i>ii. Guideline 1, In-person meetings during COVID-19</i>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Evelyn Spence, Corporate Secretary	
Presented by:	Mike Wrinch, Director from British Columbia, and Chair of the Governance Committee	

Problem/issue definition

- Due to the COVID-19 pandemic, Engineers Canada’s Board and Board committees have not held in-person meetings for an extended period. As these groups prepare to resume, or consider resuming, in-person meetings in 2022, the Board has asked that policies be developed to address some practical issues related to meeting in-person, including the requirement that meeting participants be vaccinated against COVID-19, and to disclose their vaccination status to Engineers Canada. Because meeting participants are required to travel from around the country to attend Engineers Canada meetings, this measure is considered reasonable and appropriate to ensure the health and safety not only of those staff, volunteers, and observers attending the meetings, but also of the broader public.
- At the same time, with the virus still present in our communities, the Board and Board committees continue to struggle with the uncertainty of whether to hold their 2022 meetings in-person or virtually. Much Board and Board committee time has been spent over the past twenty months discussing and deliberating whether to hold their next meetings in-person or not. To that end, some Board and Board committee members have expressed a desire to have guidelines developed to direct their efforts in this regard.
- The policy and guideline have been developed to address the above-noted issues. They are considered necessary in the short-term, as temporary measures, and it is proposed that they would be reviewed and updated regularly, as necessary based on new public health guidelines, legal requirements, and other changing circumstances related to the COVID-19 pandemic. The Board shall determine when the policy and guideline are no longer needed, and thereafter may rescind one or both of them.

Proposed action/recommendation

- That the Board approve the proposed new policy and guideline.

Other options considered

- The status quo (no vaccination policy or in-person meeting guideline) could be maintained.

Risks

- Board policy 7.13: There is a risk that some meeting participants may oppose or fail to comply with the vaccination policy, putting the staff who administer it in a difficult position as they try to enforce the requirements, and also potentially exposing the organization to a legal challenge. However, with the federal government mandating that all individuals twelve and older traveling on trains and planes, and many provinces, likewise, mandating that individuals accessing certain public settings provide proof of vaccination against COVID-19, the requirements in Engineers Canada's vaccination policy are already applicable to most meeting participants as they travel to and attend Engineers Canada meetings. Moreover, with the Ontario Human Rights Commission weighing in with its position that mandating and requiring proof of vaccination to protect people at work or when receiving services is generally permissible under the Human Rights Code, the legal risks associated with Engineers Canada implementing and enforcing such a policy are considered minimal.
- On the other hand, there could be a significant reputational risk to Engineers Canada if it holds in-person meetings but does not adopt and implement a vaccination policy, particularly given that meeting participants would be traveling from across the country. If ever there were to be an outbreak of COVID-19 that is associated with an Engineers Canada meeting or event, and if a vaccination policy were not in place, it is very likely that Engineers Canada would be widely criticized for not making reasonable efforts to contain and control the spread of the virus.
- Board guideline 1: There are no perceived risks with implementing the guideline.

Financial implications

- It is expected that Guideline 1, *In-Person Meetings During Covid* will result in cost savings, as Engineers Canada will not be required to pay for cancellation damages or lose deposits in respect of event spaces it secures but later cancels.

Benefits

- Board policy 7.13: COVID-19 vaccines have been approved by Health Canada and, according to public health information, have been identified as a safe method of giving individuals added protection against the effects of the COVID-19 virus and its variants, as well as being an additional measure for limiting the risk of contracting and spreading the virus. Accordingly, adopting a meeting vaccination policy will help to ensure the health and safety of meeting participants, as well as the broader community, when Engineers Canada chooses to bring people together for in-person meetings and events.
- Board guideline 1: Having a clear guideline in place to help decision-making on Board and Board committee meeting format will assist Engineers Canada with its meeting and event planning efforts, reducing the time, effort and expense that is currently spent planning for both meeting formats.

Consultation

- The policy and guideline were reviewed and approved by the Governance Committee via email.

Next steps

- Upon Board approval, the Board Policy Manual will be updated to include the new policy and guideline.
- Additionally, members of the CEAB and CEQB will be informed of the new policy and guideline and their application to their meetings. Members of the CEO Group, the Presidents Group and Officials Groups will also be made aware of the vaccination policy for in-person meetings.

Appendices

- **Appendix 1:** Board policy 7.13, *Vaccination for In-Person Meetings*
- **Appendix 2:** Board guideline 1, *In-Person Meetings During COVID-19*

7 Board policies

7.13 Vaccination for In-Person Meetings

Date of adoption:

Review period: Annual

Date of latest amendment:

Date last reviewed:

7.13.1 Purpose and scope

- (1) COVID-19 vaccines have been approved by Health Canada and are available to all working-age Canadians. According to public health information, COVID-19 vaccines are a safe method of giving individuals added protection against the effects of the COVID-19 virus and its variants and are an additional measure for limiting the risk of contracting and spreading the virus.
- (2) COVID-19 remains a serious health risk in our communities. The ongoing spread of variants of concern means that individuals and organizations must make every reasonable effort to protect against the virus. As the Engineers Canada Board and Board committees return to working and meeting in-person, it is important to consider all available infection control measures to protect Engineers Canada’s volunteers, staff, meeting observers, and the broader community.
- (3) In accordance with public health guidelines, Engineers Canada is mandating that all Board members, Board committee members, Engineers Canada staff, and any invited guests who attend Engineers Canada’s in-person meetings and events (hereinafter, “meeting attendees”) have received the full series of a COVID-19 vaccine, with the rare exception of those individuals who cannot be vaccinated due to a permitted exemption. This vaccination policy for in-person meetings (the “Policy”) describes requirements for disclosure of vaccination status and outlines the acceptable alternatives to infection control measures for those who are unvaccinated due to a medical reason.
- (4) This Policy applies to all meeting attendees in respect of their participation at in-person meetings and events hosted by Engineers Canada, including, without limitation, meetings of the Board, the Members, the CEAB, the CEQB, the CEO Group, the Presidents Group, Officials Groups and any other related or ancillary meetings and events (hereinafter, “Engineers Canada meetings and events”).
- (5) All external agencies, third-party service providers and independent contractors who attend Engineers Canada meetings and events shall be informed of this Policy and of Engineers Canada’s expectation that they respect this policy.
- (6) From time to time, this Policy may be updated, as necessary, based on new public health guidance, new legal requirements, or other changing circumstances related to the COVID-19 pandemic. Engineers Canada will be guided by public health information, legislative requirements, and its existing legal obligations under, among other things, the Occupational Health and Safety Act (Ontario) and the Human Rights Code (Ontario).

7.13.2 Attestation and disclosure requirements

- (1) Commencing January 1, 2022, prior to attending any of Engineers Canada meetings and events, meeting attendees shall be required to provide Engineers Canada with one of the following:
 - a) Proof of vaccination:
 - i. proof of all required doses of a COVID-19 vaccine approved by Health Canada, which must have been received by the meeting attendee at least 14 calendar days before the Engineers Canada meeting and event;

or
 - b) Written confirmation from a physician or a nurse practitioner that demonstrates that:
 - i. there is a medical reason the meeting attendee cannot be vaccinated against COVID-19; and,
 - ii. The effective time for which the medical reason is expected to persist.

If the medical reason which precludes vaccination is temporary, the meeting attendee shall provide confirmation of COVID-19 vaccination as soon as reasonably possible after that temporary period has concluded.
- (2) At least two (2) weeks prior to the Engineers Canada meeting and event with which the meeting attendee wishes to attend, they will be asked to attest to their vaccination status.
- (3) Meeting attendees will be required to provide proof of their vaccination status or a written confirmation of a medical exemption at or at some point prior to the Engineers Canada meeting and event which they wish to attend.

7.13.3 Alternative infection control measures

- (1) Any meeting attendee who is unvaccinated due to a medical reason may be required to adhere to alternative health and safety measures, which may include submitting to regular rapid antigen testing for COVID-19, and disclosing verification of negative results, while they are attending any Engineers Canada meetings and events.
- (2) As part of its duty to accommodate, Engineers Canada will cover the costs of any such testing.

7.13.4 Existing infection control measures

- (1) The disclosure requirements and alternative infection control measures are in addition to the existing infection control measures Engineers Canada implements for its meetings. All meeting attendees are required to comply with such additional infection control requirements, as may be altered and updated from time to time in accordance with prevailing public safety advice and guidelines, including:
 - c) Daily screening for COVID-19 symptoms;
 - d) Following proper hygiene protocols;
 - e) Physical distancing; and,
 - f) Masking when indoors and in close proximity to others.

7.13.5 Non-compliance

- (1) Compliance with this Policy is critical to Engineers Canada's efforts to control the risks of COVID-19 when holding its meetings and events in-person.
- (2) A meeting attendee who fails to comply with this Policy, within the timelines set out in the Policy, may not be permitted to attend Engineers Canada meetings and events.

7.13.6 Privacy

- (1) Engineers Canada is committed to protecting the privacy and security of meeting attendees' personal information. All information reported under this Policy will be treated as confidential and will be used or disclosed only by those Engineers Canada staff tasked with implementing this Policy for the purposes of administering infection control procedures in respect of Engineers Canada meetings and events.
- (2) All meeting attendees' personal information will be collected, used, and disclosed in accordance with Engineers Canada's privacy policy. Moreover, the information collected under this Policy will only be kept as long as required to meet the stated purpose, and all vaccination status records will be retained, accessed, and disposed of in a secure manner.
- (3) Other than those Engineers Canada staff tasked with implementing this Policy, no one should ask or require another meeting attendee to disclose their vaccination status or their reasons for not being fully vaccinated, nor should they engage in any reprisal against one another.

7.13.7 Statistical information

- (1) Notwithstanding its obligations to safeguard the confidentiality of all information received under this Policy, Engineers Canada may collect, maintain and, upon request, disclose the following statistical information:
 - a) The number of meeting attendees who attested to being fully vaccinated against COVID-19;
 - b) The number of meeting attendees who provided proof of being fully vaccinated against COVID-19; and
 - c) The number of meeting attendees who provided a documented medical reason for not being fully vaccinated against COVID-19.

7.13.8 Administration

- (1) Engineers Canada will maintain and revise this Policy as required in response to public health guidance and the evolving conditions of the COVID-19 pandemic.
- (2) On behalf of the Engineers Canada Board, staff shall be responsible for the administration of this Policy, including the collection, use, disclosure, retention, and disposal of the vaccination status of meeting attendees.

Guideline 1 - In-Person Meetings During COVID

Date of adoption:

Review period: Annual

Date of latest amendment:

Date last reviewed:

Due to the COVID-19 pandemic, which was declared by the World Health Organization on March 11, 2020, Engineers Canada's Board and Board committees have not held in-person meetings for an extended period. As these groups prepare to resume, or consider resuming, in-person meetings in 2022, and in an effort to assist Engineers Canada with its meeting and event planning efforts, this guideline provides direction to the Board and Board committees with respect to the overarching principles to consider and the conditions and levels of participation required for scheduling in-person meetings.

G-1.1 Application

- (1) This guideline applies to the Engineers Canada Board and to the Board committees (including the CEAB and the CEQB) when they are deciding between holding an upcoming meeting in an in-person or a virtual format.
- (2) The guideline shall apply for as long as the COVID-19 pandemic continues to pose a threat to the health and safety of the Canadian and global community, as declared by public health authorities, after which point it may be rescinded by the Board.

G-1.2 Guiding principles

- (1) COVID-19 remains a serious health risk in our communities. The ongoing spread of variants of concern means we must make every reasonable effort to protect against the virus. The health and safety of Engineers Canada staff, its volunteers, and members of the community is of paramount concern and **Engineers Canada's Board and Board committees are committed to ensuring the safety and security of all those individuals.**
- (2) The Board of Directors, as fiduciaries of Engineers Canada, have a duty to ensure appropriate financial and risk management of the organization. Further, and pursuant to Board policy 5.5, *Asset Protection*, the CEO has a duty to ensure that corporate assets are protected, adequately maintained, and not unnecessarily risked. When the Board and Board committees make a decision to hold an in-person meeting, event space is booked. Event contracts usually stipulate that cancellation fees apply when the event is cancelled within 6 months of the scheduled event date. Those fees typically increase when cancelled closer to the event date. While Engineers Canada takes measures to negotiate favourable terms in its contracts, which generally allow a contract to be ported if rescheduled within a 12-month period, the organization is often still subject to a 50% loss in respect of total anticipated revenue due to the hotel. **Engineers Canada's Board and Board committees shall consider the financial implications of cancelling in-person meetings and take care not to incur fees where it is reasonable to believe the meetings may be cancelled or not well attended.**

- (3) Virtual meetings have been well executed, allow for efficient decision-making, and ensure that all meeting participants may participate equally. On the other hand, hybrid meetings can be costly and offer a different experience for meeting participants who attend the meetings in-person versus virtually. **If there is not a critical mass indicating a preference to attend a meeting in-person, the Board and Board committees shall hold its meeting(s) virtually** so that those who are not willing or able to travel due to safety concerns, travel restrictions, or other considerations are not excluded.

G-1.3 Guidelines for determining meeting format

- (1) Keeping in mind the above guiding principles, in determining whether the Engineers Canada Board and Board committees should hold a meeting in-person rather than virtually, the following guidelines should be respected:
- a) Board and Board committee members will be surveyed three (3) to four (4) months before a meeting is scheduled to take place or, if event space has not already been secured, before any event space is booked, and asked to determine whether they reasonably believe they will attend the meeting in-person. The results of the pre-meeting survey, including the attributed responses of individuals, will be publicly shared to ensure transparency and accountability.
 - b) In determining whether they may attend in-person meetings, Board and Board committee members are encouraged to consider:
 - i. The public health orders, guidelines and restrictions that are in place in the city and province where they reside, as well as in the city and province where the meeting is proposed to be held, including any restrictions or requirements that are enforced by hotels and restaurants in the city and province.
 - ii. All federal and provincial travel requirements and restrictions.
 - iii. The Board policy 7.13 *Vaccination for In-Person Meetings*, which requires that all meeting participants be vaccinated against COVID-19 (unless a medical exemption applies) and disclose their vaccination status to Engineers Canada, as well as to adhere to additional infection control measures while they attend the meetings.
 - iv. News reports and public health advisories.
 - v. Personal considerations that might prevent them from traveling on the proposed meeting dates.
 - c) In order to proceed to schedule an in-person meeting, the Board and Board committees shall obtain a commitment of in-person attendance by at least two-thirds or more of Board or Board committee members. If the two-thirds threshold is not met, the meeting shall proceed virtually.

G-1.4 Attendance

- (1) If a Board or Board committee member indicates in the pre-meeting survey that they intend to attend the meeting in-person, they are expected to participate in-person, unless they are prevented from doing so as a result of unforeseen circumstances.