

AGENDA

214th ENGINEERS CANADA BOARD MEETING

May 27, 2022 | 8:30am – 4:30pm ET

Hybrid delivery

In-person: Sheraton Hotel, Toronto, ON

Virtual: Zoom details to follow

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

1.	Opening
	1.1 Call to order and approval of agenda – D. Chui (pages 1-3) <i>THAT the agenda be approved and the President be authorized to modify the order of discussion.</i>
	1.2 Declaration of conflict of interest (pages 5-6)
	1.3 Review of previous Board meeting – D. Chui (pages 7-8) a) Action item list b) Board attendance list
2.	Executive reports
	2.1 President’s report – D. Chui (pages 9)
	2.2 CEO update – G. McDonald (verbal)
	2.3 Q1 Interim strategic performance report – G. McDonald (pages 10–21)
	2.4 Consultation report – K. Baig (pages 22–25)
	2.5 CEO Group report – L. Daborn (verbal update with supporting slides)
	2.6 Presidents Group report – K. Hogan (verbal update with supporting slides)
3.	Consent agenda
	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>
	3.1 Approval of minutes (pages 26-39) a) <i>THAT the minutes of the February 25, 2022 Board meeting be approved.</i> b) <i>THAT the minutes of the April 6, 2022 Board meeting be approved.</i>
	3.2 National Position Statements (pages 40-53) a) <i>THAT the following new National Position Statement be approved:</i> <ul style="list-style-type: none"> • <i>Role of Engineers in Building a Safe and Resilient Canada</i> b) <i>THAT the following updated National Position Statement be approved:</i> <ul style="list-style-type: none"> • <i>Procurement</i>
	3.3. CEAB appointments (pages 54-56) <i>THAT the following CEAB appointments be approved for the period July 1, 2022 to June 30, 2025:</i> <ul style="list-style-type: none"> • <i>Waguïh ElMaraghy, member-at-large (second term)</i> • <i>Ray Gosine, member-at-large (third term)</i> • <i>John Allen Stewart, member-at-large (second term)</i> • <i>Nicholas Krouglicof, representative for Atlantic region (new member)</i> • <i>Diane Kennedy, member-at-large (new member)</i>
	3.4. CEQB appointments (pages 57-58) <i>THAT the following CEQB appointments be approved for the period July 1, 2022 to June 30, 2025:</i> <ul style="list-style-type: none"> • <i>Nadia Lehoux, representative for Quebec (second term)</i> • <i>Ian Sloman, representative for Saskatchewan and Manitoba (third term)</i>

4.	Board business/required decisions	
	4.1 Budget assumptions approval process – N. Hill (pages 59-62) <i>THAT the Board, on recommendation of the FAR Committee, approve the budget assumptions approval process.</i>	
	4.2 Board policy updates – M. Wrinch (pages 63-116) <i>THAT the Board, on recommendation of the Governance Committee, approve the following revised Board policies:</i> i. 6.9 CEAB ii. 6.10 CEQB iii. 7.2, Board relationship with CFES iv. 7.3, Board relationship with EDC	
	4.3 Board self-assessment report - J. Boudreau (pages 117-125)	
5.	Annual reports	
	5.1 CEAB and update on Engineering Deans Canada concerns – P. G. Lafleur (pages 126–129 and slides)	
	5.2 CEQB – F. George (pages 130–131 and slides)	
	5.3 FAR Committee – N. Hill (pages 132–133 and slides)	
	5.4 Governance Committee – M. Wrinch (pages 134–135 and slides)	
	5.5 HR Committee – J. Boudreau (pages 136–138 and slides)	
	5.6 Board’s 30 by 30 Champion – K. Reid (pages 139–141 and slides)	
	5.7 List of partnership organizations – G. McDonald (pages 142–153 and slides)	
	5.8 Update on the 50-30 Challenge – G. McDonald (pages 154–155 and slides)	
6.	Annual updates from stakeholders	
	6.1. Engineering Deans Canada – K. Deluzio (verbal update with supporting slides)	
	6.2. Canadian Federation of Engineering Students – G. Murdoch (verbal update with supporting slides)	
7.	Acclamation and appointments	
	7.1. Acclamation of the President-Elect – J. Boudreau (pages 156)	
	7.2. Appointment of the 2022-2023 HR Committee – J. Boudreau (pages 157–158) <i>THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2022-2023 HR Committee:</i> a) <i>Geoffrey Connolly</i> b) <i>Michael Wrinch</i>	
8.	Next meetings	
	Board meetings	
	<ul style="list-style-type: none"> June 20, 2022 (Mont-Tremblant, QC) September 29, 2022 (Ottawa, ON) December 12, 2022 (virtual) 	<ul style="list-style-type: none"> February 23, 2023 (Ottawa, ON) April 5, 2023 (virtual) May 26, 2023 (Halifax, NS)
	2022-2023 committee meetings	
	<ul style="list-style-type: none"> HR Committee (2022-2023): May 28, 2022 (Toronto, ON) 	<ul style="list-style-type: none"> All 2022-2023 committees and task forces meet June 20, 2022 (Mont-Tremblant, QC)

9.	In-camera sessions
	<p>9.1 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, the Governance Administrator, the Director, Finance, and the Manager of Member Services.</i></p> <ul style="list-style-type: none"> • Affinity programs annual report – G. McDonald (supporting documents circulated separately)
	<p>9.2 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>
	<p>9.3 Board Directors only <i>THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors.</i></p> <ul style="list-style-type: none"> • Meeting evaluation
10.	Closing (motion not required if all business has been completed)

Board support document

Meeting norms

Virtual participation:

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

To conduct the meeting with reasonable time and fairness:

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

Board support document

Conflicts of interest

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

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

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

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

Handling conflicts of interest

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

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

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

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

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

- 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.	December 13, 2021	J. Southwood to verify the cost of the online EDI training for engineers.	J. Southwood	March 1	Complete – Engineers and Geoscientists BC will host the equity, diversity, and inclusion (EDI) online training for engineers and geoscientists on their online Learning Management System (LMS). The training will be free and available to all registrants across the country. The course was launched in Q2 2022. This information was shared with the Board and stakeholders through G. McDonald’s CEO Update on March 4, 2022.

Last updated: May 12, 2022	Board Members																						
	Alison Anderson	Ariyan Arengia	Napasha Avilla	Kathy Baig	Ernie Barber	Anne Bani	Maxime Bellemte	Victor Benz	Jean Boudreau	Danny Chui	Geoff Connolly	Ann English	Nancy Hill	Sudhir Jha	Tim Joseph	Dawn Neehahin-Masek	Kelly Reid	Dorene Spracklin-Reid	Marcia Sterling	Jane Tink	Nicolas Turgeon	Mike Wrinch	Chris Zmek
Board Meetings																							
June 14, Virtual	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
October 1, Virtual	✓	✗	✓	✗	-	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓
December 13, Virtual	✓	✓	✓	✓	-	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓
February 25, Virtual	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓
April 6, Virtual	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✓
Board on Board Leadership Program																							
Ongoing access	✓	✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4 Seasons training																							
Ongoing access	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
CEAB																							
June 5-6, Virtual									✓				✓										
September 18-19, Virtual			✓										✓				✓						
February 5-6, Virtual													✓				✓						
CEQB																							
July 24, Virtual													✓										✓
September 20-21, Virtual									✓				✗										✓
January 29, Virtual													✗										✗
April 9-10, Hybrid, Virtual & Ottawa, ON									✓				✓										✓
FAR Committee																							
June 14, Virtual	✓		✓				✓	✓					✓					✓					✓
August 13, Virtual	✓						✗	✓		✓			✓										✓
October 21, Virtual	✓						✓	✓					✓										✓
December 14, Virtual	✓	✓					✓	✓		✓			✓										✓
February 24, Virtual							✓	✓		✓			✓										✓
March 16, Virtual	✓						✓	✓		✓			✓										✓
May 12, Virtual							✓	✓					✓										✗
Governance Committee																							
June 14, Virtual		✓				✓		✓	✓	✓											✓	✓	
September 15, Virtual		✓				✓		✓	✓	✓	✓										✓	✓	
November 17, Virtual		✓				✓		✓	✓	✓											✗	✓	
December 16, Virtual		✓				✓		✓	✓	✓											✗	✓	
March 14, Virtual		✓				✓		✓	✓	✓											✓	✓	
HR Committee																							
May 29, Virtual			✓					✓	✓					✓						✗			
October 5, Virtual			✓					✓	✓					✓							✗		
December 14, Virtual		✓		✓				✓	✓					✓							✗		
January 11, Virtual			✓					✓	✓					✓							✗		
March 29, Virtual			✓					✓	✓					✓							✗		

Attendance Required 
 Attendance Not Required / Completed 
 Attendance for Partial Meeting / In progress 
 Attendance required, regrets 
 Not applicable 

President's Report – January 13, 2022 to April 10, 2022 by D. Chui

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

February 17 – Participated in the meeting walkthrough for Engineers Canada's 212th Board meeting, which focused on addressing motion procedures, Directors' participation, and contingency plans in case of technical failure.

February 18 – Participated in PEO's 545th (virtual) council meeting. As lead Director liaison, reported Engineers Canada activities based on the CEO update to council for Directors and answered question on climate change issue.

February 22 – Participated in the meeting dry-run for Engineers Canada's 212th Board meeting, which focused on meeting roles and further discussion on contingency plans in case of technical failure.

February 25 – Chaired the 212th Engineers Canada Board Meeting.

March 14 – Participated in Governance Committee meeting.

March 16 – Participated in Finance, Audit, and Risk Committee meeting.

March 29 – Participated in Human Resources Committee meeting.

March 29 – Participated in meeting with PEO's president, CEO, and the four (4) other Engineers Canada Directors to seek any specific advice and comment for Engineers Canada's 213th Board meeting.

April 4 - Participated in the meeting dry-run for Engineers Canada's 213th Board meeting, which focused on meeting roles and contingency plans in case of technical failure.

April 6 – Chaired the 213th Engineers Canada Board Meeting.

April 6 – Attended the 3P meeting to review the draft agendas for Engineers Canada's spring meetings.

April 9 – Participated in CEQB meeting in Ottawa, ON.

BRIEFING NOTE: For information

Q1 Interim strategic performance report		2.3
Purpose:	To provide an interim report on the progress against the 2022-2024 Strategic Plan	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Heidi Theelen, Director Strategic and Operational Planning and Organizational Excellence	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

- The 2022-2024 Strategic Plan and its objectives and outcomes resulted from extensive consultation with Regulators and was approved by the Members in May 2021.
- The new strategic reporting template was presented to and endorsed by the Governance Committee in March 2021.
- The performance measures were approved by the Board at its June 2021 strategic workshop.

Status update

- This interim strategic performance report covers Q1 of 2022 (January 1 – March 31, 2022).
- It was prepared by the CEO and the chairs of the CEAB and the CEQB, with support from staff.
- The report focuses on the achievement of objectives set in the 2022-2024 Strategic Plan.
- The outcomes set in the 2022-2024 Strategic Plan are longer-term and cannot be measured at this point.

Next steps

- The Board should review the report and raise questions about achievement of the objectives to the CEO and chairs of the CEAB and CEQB.
- The Board will receive the Q2 interim strategic performance report at its upcoming September meeting. All quarterly updates for 2022 will be included in each update so that the Board has ongoing visibility of progress made.
- In addition to the quarterly updates, the Board will also receive an annual evaluation with the Q4 update provided in February 2023. This evaluation will include financial information as well as a percentage of completion considering the full duration of each strategic priority.




Appendix

- **Appendix 1:** 2022-Q1 Interim strategic performance report

Interim Strategic Performance Report: Q1-2022

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

Legend


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


Reporting Information Sources


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


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


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


SP1. Investigate and validate the purpose and scope of accreditation												
Status: 												
Planned activities (as set in June 2021)	2022			2023				2024				
1. Benchmark accreditation												
2. Report on state of engineering education												
3. Investigate academic requirement for licensure												
4. Examine the purpose of accreditation												
5. Set a path forward												
2022 quarterly reporting	Q1											
1. Develop a benchmark of the accreditation system report	<ul style="list-style-type: none"> Schedule is fully developed, including a plan for presentation/dissemination Research report is completed Work on the task force summary is underway Planning for the presentation is underway 											
2. Develop a state of education research report	<ul style="list-style-type: none"> Schedule was fully developed, including a plan for presentation/dissemination Research report is completed Work on the task force summary is underway Planning for the presentation is underway 											
3. Develop an academic requirement for licensure	<ul style="list-style-type: none"> Contractor was hired for this work (and for the overall project) Contractor’s onboarding has started 											
4. Develop a foundational statement about the purpose of accreditation	<ul style="list-style-type: none"> No work this quarter, as planned 											
5. Set a path forward	<ul style="list-style-type: none"> No work this quarter, as planned 											
Summary of strategic priority												
What we will do	We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and work with Regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. If there is, we will reconsider the accreditation system.											
What does success look like?	<ul style="list-style-type: none"> A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure 											

SP1.2 Strengthen collaboration and harmonization												
Status: 												
Planned activities (as set in June 2021)	2022			2023				2024				
1. Collaborate with Regulator staff to identify barriers and opportunities												
2. Develop a national statement of collaboration with all jurisdictions												
3. Identify specific areas of harmonization for collaboration												
2022 quarterly reporting	Q1											
1. Support the development of a position paper on regulatory harmonization	<ul style="list-style-type: none"> Terms of reference for the Collaboration Task Force are complete Consultations with officials' groups have been scheduled (April-June 2022) A pre-consultation survey was developed to be sent to the National Admission Officials Group (NAOG) 											
2. Develop a legislative map of authorities	<ul style="list-style-type: none"> A decision was made to use internal resources to perform the work 											
3. Identify specific areas of harmonization for collaboration	<ul style="list-style-type: none"> No work this quarter, as planned 											
Summary of strategic priority												
What we will do	<p>Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with Regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.</p>											
What does success look like?	<p>A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization</p> <p>B. Regulators benefit from collaboration and resource sharing, supporting improved practices</p>											

SP1.3 Support the regulation of emerging areas												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public												
2. Continue to work with the federal government to promote the role of engineers in emerging areas												
2022 quarterly reporting	Q1											
1. Write a new regulatory research paper on energy engineering	<ul style="list-style-type: none"> No work was done due to lack of resources 											
2. Continue to work with the federal government to promote the role of engineers in emerging areas	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 											
Summary of strategic priority												
What we will do	<p>Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively.</p>											
What does success look like?	<p>A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice</p> <p>B. The federal government is made aware of the importance of the work of engineers in emerging areas</p>											

SP2.1 Accelerate 30 by 30												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. National research strategy												
2. Facilitate collaboration and information exchange for Regulators												
3. 30 by 30 annual national conference												
4. Reporting on national and regional metrics												
5. Engaging employers												
6. National resources												
2022 quarterly reporting	Q1											
1. National research strategy	<ul style="list-style-type: none"> No work this quarter, as planned 											
2. Facilitate collaboration and information exchange for Regulators	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. 											
3. Organize the 30 by 30 annual national conference	<ul style="list-style-type: none"> Conference planning is underway, the virtual sessions were held on April 13, 20, and 27 											
4. Develop a report on national and regional female representation in engineering	<ul style="list-style-type: none"> Received data from Regulators and planning to hire additional staff to analyze data 											
5. Develop a strategy to engage employers	<ul style="list-style-type: none"> The request for proposals (RFP) has been posted and a consultant was hired 											
6. Share resources nationally	<ul style="list-style-type: none"> The RFP to update Managing Transitions was posted and a consultant was hired, and the discovery phase has begun 											
Summary of strategic priority												
What we will do	To support progress towards 30 by 30 and to develop Engineers Canada’s capacity to address the underlying issues holding back the progress of 30 by 30.											
What does success look like?	<ul style="list-style-type: none"> A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons 											

SP2.2 Reinforce trust and the value of licensure												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Marketing campaign												
2. Value of licensure messaging												
3. Engineering grad and EIT outreach programming												
4. Foundational research												
2022 quarterly reporting	Q1											
1. Execute a multi-year national marketing campaign	<ul style="list-style-type: none"> Initial campaign objectives and audiences identified and preparations for RFP is underway 											
2. Develop a common messaging framework for the value of licensure	<ul style="list-style-type: none"> No work this quarter, as planned 											
3. Develop outreach programming in support of engineering graduates and EITs	<ul style="list-style-type: none"> No work this quarter, as planned 											
4. Conduct foundational research	<ul style="list-style-type: none"> No work this quarter, as planned 											
Summary of strategic priority												
What we will do	We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.											
What does success look like?	<ul style="list-style-type: none"> A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure C. Regulators have a valuable national messaging framework and marketing support tools 											

SP3.1 Uphold our commitment to excellence											
Status: 											
Planned activities <i>(as set in June 2021)</i>	2022			2023			2024				
1. Achieve Platinum level certification from Excellence Canada											
2022 quarterly reporting	Q1										
1. Sustain an excellence culture	<ul style="list-style-type: none"> The working groups that emerged from the 2019 employee engagement survey feedback are in the process of being stood down and recognized Excellence refresher(s) with staff have been initiated 										
2. Identify and Implement continual improvements	<ul style="list-style-type: none"> Gaps to close and associated action plans are being identified and developed with the senior leadership team 										
3. Confirm measurements and sustainability	<ul style="list-style-type: none"> A transition gap analysis is being conducted against gold standard 										
4. Achieve Platinum certification	<ul style="list-style-type: none"> No work this quarter, as planned 										
Summary of strategic priority											
What we will do	The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, HEIs, and the engineering community. To continually adapt, we need an effective and sustainable approach that ensures that we are a high performing organization. By 2024, we will achieve platinum level certification from Excellence Canada by demonstrating measurable, sustained, and continually-improved performance over at least a three-year period, as measured against the Excellence, Innovation, and Wellness Standard.										
What does success look like?	<ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance 										

Summary - How will we measure success in 2024?

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

Strategic priority	What does success look like	How will we measure success in 2024?
SP1.2 Strengthen collaboration and harmonization	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization	A1. Consultation reports that document all Regulators’ perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization
	B. Regulators benefit from collaboration and resource sharing, supporting improved practices	B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted
SP1.3 Support the regulation of emerging areas	A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice	A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators
	B. The federal government is made aware of the importance of the work of engineers in emerging areas	B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice
SP2.1 Accelerate 30 by 30	A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process	A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s) (i.e., development and participation; participation only; not engaged) A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs) A6. We held 3 to 4 annual meeting with Regulators

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

Strategic priority	What does success look like	How will we measure success in 2024?
SP2.2 Reinforce trust and the value of licensure	A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession	A1. Pre- and post-campaign audience perception research A2. Number of impressions and actions A3. Value of earned media* A4. Number and sentiment* of online interactions *Definitions: • Earned media – news coverage in media • Earned media value – the estimated value of news coverage • Sentiment analysis – an analysis of the tone of comments
	B. Engineering graduates and EITs recognize value in licensure	B1. Pre- and post-campaign perception research targeting engineering graduates and EITs B2. Number of impressions and actions B3. Number and sentiment of online interactions
	C. Regulators have a valuable national messaging framework and marketing support tools	C1. Number of Regulators engaged in the development of the framework and tools and the nature of their involvement C2. Identification by Regulators of where and how the messaging and support tools will be used and follow up to confirm use C3. Ongoing feedback received on the project
SP3. Uphold our commitment to excellence	A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services	A1. Achieve platinum certification as part of external benchmarking
	B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health	B1. Achieve platinum certification as part of external benchmarking
	C. Engineers Canada benefits from sustainment of a high level of performance	C1. Achieve platinum certification as part of external benchmarking

BRIEFING NOTE: For information

Consultation report		2.4
Purpose:	Provide an annual update on 2021 consultations	
Link to the Strategic Plan / Purposes:	Board responsibility: Sustain a process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Kathy Baig, Director from Québec, President-Elect	

Background

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

Status update

- The consultation report (Appendix 1) provides a status update regarding the 2021 consultations, for the Board's information.
- Ad-hoc consultations that were added to the 2021 schedule are also included in the report.

Next steps

- The Board will receive the 2023 consultation list at the December Board meeting.

Appendix

- **Appendix 1:** 2021 consultation report

2021 Consultation Report

ABOUT THE CONSULTATION PROGRAM

As stated in Board policy 7.11, consultations are required for all new programs, products, and services developed by Engineers Canada, and for reviews and significant re-designs of existing programs, products and services. When in doubt, Engineers Canada consults with Key Stakeholders by default. Due to the COVID-19 situation, the 2021 consultations were held by email and/or during virtual meetings. All public and restricted access consultation information is available on the [consultation site](#) (log-in required to see all consultations).

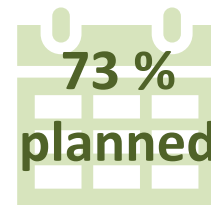
PURPOSE

The purpose of the consultation report is to review the results of the 2021 consultation plan and the achievement of the outcomes of the consultation program. This is the second progress report after the first full year of implementation. Given that the tracking is in its second year, there is not enough information to draw trends. Next year, we will show trends between data points.

RESULTS

Engineers Canada held 15 consultations in 2021. 11 of these 15 consultations were planned (73%).

Engineers Canada had originally planned to conduct 21 consultations, which means that 52% of the planned consultations were executed.



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

All 15 consultations sought Regulators' feedback. Higher education institutions (HEIs) were also consulted in two modes: individually and collectively. Individually they are informed of consultations through our website and the Accreditation Matters newsletters, and collectively we seek feedback from Engineering Deans Canada, HEIs, and the Canadian Federation of Engineering Students.

8 out of the 15 consultations were Board consultations, meaning that they were conducted by the Board, CEAB or CEQB.

STRATEGIC OUTCOMES

The desired strategic outcomes of the consultation program are that:

1. Programs, products, and services are informed by Regulator input.
2. Regulators have input into the development and modification of Engineers Canada's programs, products, and services.
3. Engineers Canada uses Regulator time and resources effectively.
4. There is greater transparency between Engineers Canada and Regulators.

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

ANNUAL EVALUATION

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

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

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

- Regulators’ feedback was incorporated in the revised and final products. In 9 out of 10 feedback tables available (see [members-only consultation page](#), log-in required), each comment by a Regulator received a response and a rationale was provided to justify status quo where applicable.

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

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

- 100% of the consultations involved a group of Regulators (Presidents, CEOs, outreach, and/or Officials Group)
- All Regulator consultations were also distributed by email.

3. Engineers Canada uses Regulator time and resources effectively

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

- 73% of the consultations were planned.
- Consultations for documents typically last at least six weeks to allow regulators and stakeholders to answer. The following figure highlights the distribution of the start date of consultations in 2021:



4. There is greater transparency between Engineers Canada and Regulators

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

- All Regulator consultations were listed on the consultation website, and only one did not include the document for consultation.
- Results of a consultation are only posted when the review or final document is completed and/or approved. Sometimes, there are multiple consultations for the same document. This creates an important delay between when Regulators participate and when they can see results. Nevertheless, 12 out of 15 feedback tables are available, as well as links to the final product.

NEXT STEPS

Engineers Canada staff will continue improving the consultation program to better serve Regulators and stakeholders. The Board will receive another consultation update next year.

Draft MINUTES OF THE 212th ENGINEERS CANADA BOARD MEETING

February 25, 2022, 10:00am-5:00pm (ET) via Zoom

The following Directors were in attendance	
D. Chui, President (Chair), PEO J. Boudreau, Past President, APEGNB A. Arenja, PEO N. Avila, APEGA E. Barber, APEGS A. Baril, OIQ M. Belletête, OIQ V. Benz, APEGA G. Connolly, Engineers PEI A. English, Engineers & Geoscientists BC	N. Hill, PEO S. Jha, NAPEG T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO M. Sterling, PEO N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
The following Directors sent regrets	
A. Anderson, Engineers Yukon K. Baig, President-Elect, OIQ	D. Spracklin-Reid, PEO 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	
M. A. Hodges, Vice-Chair, CEQB P. G. Lafleur, Chair, CEAB	G. McDonald, CEO E. Spence, General Counsel and Corporate Secretary
The following observers were in attendance	
D. Abrahams, Vice-President, PEO L. Beauchemin, Executive Director, OIQ C. Bellini, President, PEO C. Bergeron, VP External, CFES J. Bradshaw, CEO PEGNL L. Daborn, CEO, APEGNB K. Darr, President, APEGS K. Deluzio, Chair, EDC L. Doig, President-Elect, APEGA K. Dumanski, Designate, Dean FASET, Seneca K. Hogan, President, Engineers Yukon S. Holmes, Incoming Executive Director, APEGS	J. Landrigan, Executive Director & Registrar, Engineers PEI L. Latham, Deputy Registrar, Regulatory Compliance, PEO P. Mann, CEO, Engineers Nova Scotia V. McCormick, Executive Director & Registrar, NAPEG D. McLean, President, Engineers Nova Scotia C. McQuillan, President, Engineers PEI J. Nagendran, Registrar & CEO, APEGA C. Park, President, Engineers & Geoscientists BC M. Paul-Elias, President, Engineers & Geoscientists NB B. Pearse, President, APEGA H. Yang, CEO & Registrar, Engineers & Geoscientists BC J. Zuccon, CEO & Registrar, PEO
The following staff were in attendance	
R. Gauthier, Executive Assistant B. Gibson, Manager, Communications R. Melsom, Manager, CEQB D. Menard, Director, Finance A. Murphy-Dow, Interim Governance Administrator M. Ouellette, Manager, Strategic and Operational Planning C. Polyzou, Manager, Equity, Diversity, and Inclusion	S. Price, Executive Vice President, Regulatory Affairs J. Sendrowicz, Planning, Event, and Change Practitioner J. Southwood, VP, Corporate Affairs & Strategic Partnerships J. Taylor, Manager, Public Affairs H. Theelen, Director, Strategic Planning & Organizational Excellence M. Warken, Manager, CEAB

1. Opening

1.1 Call to order and approval of agenda

President D. Chui called the meeting to order at 10:07am ET. Participants were welcomed and the land was acknowledged.

Motion 2022-02-1D

Moved and seconded

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

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

D. Chui shared a safety minute with the Board, focused on carbon monoxide (CO) poisoning.

D. Chui also shared a diversity moment, highlighting that February is Black History Month in Canada and the US, and is an opportunity for people of all backgrounds to learn more about Black history in Canada and to celebrate the accomplishments of Black people. Participants were encouraged to visit the website Canada.ca/BLACK-HISTORY-MONTH to learn more about the history of people of African heritage in Canada, slavery in Canada, and the anti-slavery movement in the country.

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. D. Chui noted that the cost of online equity, diversity, and inclusion (EDI) training for engineers will be communicated to the Board and others in a future CEO update before March 31. 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. No questions were received.

2.2 CEO update

In addition to the weekly updates provided to stakeholders by email, G. McDonald reported that the Engineers Canada office has reopened. The most recent closure was due to an increase in rates of COVID-19 in Ottawa, in addition to the downtown core access challenges posed by the trucker protest. G. McDonald reported a continued high police presence in the downtown core, and that staff were now able to safely access the office, although many staff continue to work remotely.

2.3 2019-2021 Strategic Plan Final Report

G. McDonald referenced the report included in the Board agenda package. The following discussion was captured:

- Concern was raised about the recommendation to extend the planning cycle to five (5) years, as it was noted that priorities may become outdated and change over the longer time period. The

Strategic Planning Task Force (SPTF), which is yet to be formed, will consider this recommendation more fully and prepare a recommendation to the Board.

- There was a suggestion to reduce the consultation period to one (1) year, as this time period could see a changeover of two-thirds of the Engineers Canada Directors and council members within the Regulators, and the different opinions could be captured once the new members are engaged. G. McDonald noted that this would result in a high number of meetings throughout one (1) year, and that Regulators may find the volume overwhelming.
- It was further suggested that the duration of the plan will not be an issue if there is a process in place to annually review and ensure it is still appropriate, while considering any changes in the environment. In response to this suggestion, G. McDonald reminded the Board that a strategic progress report is provided at every meeting, and there will be an additional annual review of the plan moving forward.

2.4 CEO Group report

K. King provided the CEO Group report that included updates from the group's October meeting, in addition to the meeting held earlier in the week. Representation was present from all Regulators, and the new APEGS Executive Director and Registrar, Stormy Holmes, was welcomed. The following discussion was captured:

- A comment was received around the alignment of the iron ring ceremonies, that there is reputational risk to the engineering profession should the issues around lack of inclusivity continue to result in media attention. Any lack of inclusion in ceremony language across the country impacts how engineering is seen by females considering the profession and could result in reduced interest. K. King confirmed that this was discussed by the CEO Group, and while several camps have modernized their ceremonies, some are reluctant or believe they are not able to change the ceremony wording. All Regulator CEOs are encouraging camps to share information with each other going forward in the hopes of further improvement in this area.
- G. McDonald confirmed that no official relationship exists between the Corporation of the Seven Wardens and Engineers Canada. It was further reported that when ceremony issues first appeared in the media, Engineers Canada did write a letter to the Corporation of the Seven Wardens and the response received was indifferent.
- A question was raised around whether individual Directors can proactively reach out to camps in their jurisdictions to further encourage inclusivity. K. King noted that Regulator relationships with camps differ across the country. The following was captured following a roundtable of the Regulator CEOs and observers on this topic:
 - There is no camp in the Yukon.
 - Nova Scotia has one camp, which has been working to modernize the language to be more inclusive while keeping the tradition and imagery of the Kipling Poem as a fundamental part of the ceremony. The camp wardens are long serving and there is a continuum of thought. Although no formal memorandum of understanding is in place, Engineers Nova Scotia is a large contributor to the camp's ceremony, typically providing a keynote speaker. This relationship was noted as a valuable tool to promote the value of licensure to new graduates.
 - In Saskatchewan, schools and deans hold the closest relationship with the camp. It was noted that deans, in addition to Regulator CEOs, could make a significant impact in jurisdictions with similar relationships.
 - The camp that initially prompted the concern over inclusive language is in BC. There are now up to four (4) camps, with a new one established recently in northern BC. Two (2) out of the three (3) longer-standing camps have welcomed participation of the Regulator during the

ceremonies, including to provide speaking opportunities for the CEO and council President, and the promotion of licensure with materials provided onsite. The third camp has recently welcomed Engineers and Geoscientists BC, with the council President having taken part in the last ceremony. It was reported that the ceremony was inclusive, modern, and welcoming to everyone. Personal, multi-annual relationships with the camp wardens are critical to continued improvement.

- K. Deluzio noted that this is an issue that concerns Engineering Deans Canada (EDC), and that they have not yet had much success. The camps are autonomous and relationships are important to encourage change. This is an opportunity for EDC, CFES, and Engineers Canada to collaborate in hopes of further influence.
- In PEI, the Dean of Engineering, UPEI, is well connected to both the camp and the Regulator, and is encouraging the modernization of the language used.
- A modern script was shared at the February 24, 2022 CEO group meeting, and it was suggested that all Regulator CEOs share it with their local camps.
- It was noted that one area of influence available to further encourage progress would be for Regulators to withdraw funding for ceremonies, although it was reported that camps should not be receiving funding support from Regulators. Camps are to work within their means, and any financial support received could be considered as undue influence. Many camps welcome non-monetary support and assistance.
- It was suggested that encouraging camp wardens to meet nationally could further encourage discussions on continual improvement through information sharing.

Going forward, L. Daborn will serve as chair of the CEO Group and the CEO Group's presentation slides will be shared on the meeting document webpage.

2.5 Presidents Group report

C. Bellini provided the Board with the group's update from their February meeting. Representation was present from all Regulators except OIQ and APEGS. The following discussion was captured:

- Hybrid meetings have seen increases in participation, although they tend to cost more. Experience with hybrid events amongst the Regulators have been a mix of positive and negative.
- There has been an increased demand on volunteers to meet the increase in applications, particularly for Regulators who rely on volunteers for regulatory processing. It has been harder to obtain new volunteers, and, in some cases, Regulators are transferring the work to staff to meet the increased demand. It was suggested that the increase of virtual gatherings and the decrease of in-person events may be a contributing factor, as volunteers likely find the in-person activities a benefit when contributing.
- Artificial intelligence and other emerging disciplines were discussed given the focus of the CEQB and Engineers Canada's new strategic priority to support this area. Regulators would like to understand how they can come together on this topic and become more effective.
- Regulators that have active continuing professional development (CPD) programs are considering how to handle non-practicing engineers. It was noted that confusion amongst some engineers exists where they are not sure which category of licensure applies to their status. Some Regulators are creating a "senior engineer" class as a non-practicing option, and in these instances, it will be important to clearly describe the new class's CPD requirements in legislation.
- Regarding EDI information collection and what type of data Regulators are considering, it was noted that a national model might be helpful in terms of promoting consistency across the country. It was noted that APEGA has been focused on EDI data collection and the importance of privacy. Information is only to be collected if it is necessary for licensure and not extraneous, and

there is concern that since the information collected would be optional, it could lead to a less than robust database. Engineers and Geoscientists BC has had discussions with their provincial government about the type of data they are considering collecting and they hope to continue this collaborative approach. J. Southwood noted that Engineers Canada has developed, in collaboration with the Regulators, scorecard reports which will be shared shortly. The reports include information on the kind of EDI data that each Regulator is currently collecting, and analysis as to what gaps they might consider based on other Regulators' collection practices. Additionally, Engineers Canada's strategic priority to accelerate 30 by 30 includes a national research strategy that is forthcoming.

- Engineers and Geoscientists BC has created a professional practice guideline to support EDI that was released in December, along with a webinar hosted in January to introduce the new guideline, with over 700 individuals in attendance. These resources are available on the [EGBC](#) website.

K. Hogan will chair the May 2022 Presidents Group meeting and the group's presentation slides will be shared on the meeting document webpage.

3. Consent agenda

3.1 Approval of minutes

THAT the minutes of the December 13, 2021 Board meeting be approved.

3.2 National Position Statements

- a) THAT the following new National Position Statement be approved:
 - i. Unleashing Canada's potential: How engineers are essential to increasing Canada's productivity
- b) THAT the following updated National Position Statement be approved:
 - i. Qualifications-based selection

Motion 2022-02-2D

Moved and seconded

THAT the consent agenda motions (3.1 to 3.2) be approved in one motion.

Carried

4. Board business/required decisions

4.1 Annual Strategic Performance Report

G. McDonald presented the report that will be circulated to Members for information at the Annual Meeting of Members (AMM), highlighting that all objectives have been met. Only one strategic priority, accountability in accreditation, has outcomes that are currently at 90 per cent, and details for future completion are included in the report.

A suggestion was made that an additional comment could be added under SP3 to indicate that the percentage of licensed females increased to 20 per cent in 2020 for the first time.

2022-02-3D

Moved and seconded

THAT the Board approve the 2021 Annual Strategic Performance Report, for circulation to the Members for information at the 2022 Annual Meeting of Members.

Carried

4.2 Board policy updates

M. Wrinch presented the Governance Committee's recommendations on the seven (7) updated policies. No questions were received.

Motion 2022-02-4D

Moved and seconded

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

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <i>i. 4.8, Board competency profile</i> <i>ii. 4.12, Board self-assessment</i> <i>iii. 5.3, Financial condition</i> <i>iv. 5.7, Compensation and benefits</i> | <ul style="list-style-type: none"> <i>v. 6.1, Board committees and task forces</i> <i>vi. 6.4, FAR Committee terms of reference</i> <i>vii. 7.12, Net assets</i> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Carried with two-thirds majority

4.3 Strategic Planning Task Force terms of reference

M. Wrinch presented the 2025-2027 SPTF terms of reference, which were modelled off the approach taken for the 2022-2024 plan. No questions were received.

Motion 2022-02-5D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee, approve the new Board policy 6.15, 2025-2027 Strategic Planning Task Force Terms of Reference.

Carried with two-thirds majority

4.4 Collaboration Task Force terms of reference

M. Wrinch presented the terms of reference for the Collaboration Task Force. Following the Board's discussion at the December meeting, the Governance Committee held a special meeting to re-visit the proposed composition of the task force. The committee agreed to strike the contentious composition provisions from the terms of reference, and instead have the HR Committee determine what is most appropriate at the time of recommending Directors to the new task force.

N. Hill commented that the task force is very topical for Ontario, as it embarks on some fundamental work related to licensure processes. She noted interest in participating in the work of the task force.

Motion 2022-02-6D

Moved and seconded

That the Board, on recommendation of the Governance Committee, approve the new Board policy 6.14, Collaboration Task Force Terms of Reference.

Carried with two-thirds majority

4.5 Bylaw amendments

M. Wrinch presented the Governance Committee's recommended amendment within Article 1.1 of the Bylaw, to clarify the exclusion of geoscientists and geoscientists in training from the definition of "Registrant". A formatting issue was noted on page 150 of the English agenda book, where the first red instance of the word "and" should have a strike through as follows:

"Registrant" means an individual registered with a Member at December 31, with the exception of applicants, **and** students, **and those registered solely as a geoscientist or geoscientist in training.**

No questions were received.

Motion 2022-02-7D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee, recommend to the Members, for approval at the 2022 Annual Meeting of Members, the amendment to the definition of “Registrant” within Article 1.1 of the Bylaw.

Carried with two-thirds majority

4.6 2022 CEO objectives

J. Boudreau presented the objectives noting that while they are ambitious, G. McDonald has confirmed they are achievable stretch goals.

Motion 2022-02-8D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, approve the 2022 CEO objectives.

Carried

4.7 Board and individual Director assessment

J. Boudreau presented the pre-circulated assessment and highlighted the improvements incorporated following last year’s survey. Most notably, the survey now includes optional questions to align with the Board’s commitment to the Government of Canada’s 50-30 challenge. The President-Elect has confirmed they will be delivering the results of the peer-assessments this year.

The following discussion was captured:

- A suggestion was made to change the rating scale in question 1.3 in the Board assessment from a range that measures agreement to a range that measures satisfaction. The rating scale will remain as-is for consistency within the survey, and Directors were reminded that there is a comments section for each question and that Directors are encouraged to provide feedback.
- It was clarified that each survey references policies that are included within the Board Policy Manual.

2022-02-9D

Moved and seconded

THAT the Board, on recommendation of the HR Committee, approve the content of the Board self-assessment and the individual Director assessment surveys.

Carried

5. Reports

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

5.1 CEAB

P. G. Lafleur provided the update on behalf of the CEAB. No questions were received.

5.2 CEQB

M. A. Hodges provided an update on behalf of the CEQB. No questions were received.

5.3 FAR Committee

N. Hill provided the update on behalf of the FAR Committee. In addition to the slides presented, N. Hill reported that the committee also met on February 24 to receive the investment portfolio statement,

and to perform the robust review of the risk register in advance of the April Board meeting. 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. Directors were reminded to expect the call for nominations for President-Elect delivered to their inboxes in the coming weeks.

E. Spence confirmed that the Board and Director assessments will be delivered the week of February 28 and will be open for exactly two weeks. The timeline is tight but necessary to align with the HR Committee's March 29 meeting, where the committee will consider the results.

A question was received asking whether the surveys are mandatory. J. Boudreau replied that responses are necessary not only to populate committees but because it is one of the duties, as Directors, to self-monitor and demonstrate the effectiveness of the Board. The assessment survey is one of the primary ways the Board is able to do this, and it is therefore essential that all Directors complete the surveys. J. Boudreau encouraged Directors to make time for this important initiative and reminded Directors that comments are always welcome.

5.6 Board's 30 by 30 Champion

K. Reid provided the update on behalf of the 30 by 30 network. No questions were received.

6. Next meetings

Some discussion took place around the location of the May Board meeting, with President Chui advising Board members that they would receive a very short survey following the meeting requesting their preferred delivery format (in-person or virtual). Responding to a comment received on the status of the new Board policy 7.13, *Vaccination for In-Person Meetings* and Guideline 1, *In-Person Meetings During COVID*, G. McDonald confirmed that those documents are in effect, and will continue to have effect, until the Board elects to review them. He advised that the Board may wish to rescind or amend one or both of these documents, given the changes in the environment, but clarified that the easing of provincial and federal restrictions does not automatically result in the Board's policy and guideline being rendered invalid.

A comment was made that the Board has realized effectiveness in the virtual environment, and the cost is significantly less than in-person meetings. Guideline 1 provides the flexibility to pivot to virtual delivery should most Directors not be willing or available to attend meetings in person. This should be considered when the Board discusses these matters in April.

The next Board meetings are scheduled as follows:

- April 6, 2022 (Virtual)
- May 27-28, 2022 (Toronto, ON)
- June 20-21, 2022 (Mont-Tremblant, QC)
- September 29, 2022 (Ottawa, ON)
- December 12, 2022 (Virtual)
- February 23, 2023 (Ottawa, ON)

The upcoming 2021-2022 committee meetings are scheduled as follows:

- Governance Committee: March 14, 2022 (Virtual)
- HR Committee: March 29, 2022 (Virtual)
- FAR Committee: March 16, 2022 (Virtual)
- FAR Committee: May 12, 2022 (Virtual)

7. In-camera sessions

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

Motion 2022-02-10D

Moved and seconded

THAT the meeting move in-camera and be closed to the public at the recommendation of the Board. The attendees at the in-camera session shall include Board Directors, the Engineers Canada CEO, the chairs of the CEAB and CEQB, the CEO Group Advisor to the Board, the Secretary, the Governance Administrator, the Executive Vice President, Regulatory Affairs, and the Manager, Accreditation.
Carried

7.1a Status of observers at CEAB meetings

Motion 2022-02-11D

Moved and seconded

THAT the Board direct the Governance Committee to revise Board policy 6.9, CEAB, so that one EDC representative and one CFES representative are given speaking rights at CEAB meetings, while maintaining their status as observers.
Carried with two-thirds majority

7.2 Board Directors and CEO

Motion 2022-02-12D

Moved and seconded

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

7.3 Board Directors only

Motion 2022-02-13D

Moved and seconded

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

8. Closing

With no further business to address, the meeting terminated at 3:47pm ET.

Minutes prepared by A. Murphy-Dow for:

Danny Chui, P.Eng., FEC, President

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

Draft MINUTES OF THE 212th ENGINEERS CANADA BOARD MEETING

April 6, 2022, 11:00am-2:00pm (ET) via Zoom

The following Directors were in attendance	
D. Chui, President (Chair), PEO J. Boudreau, Past President, APEGNB A. Anderson, Engineers Yukon A. Arenja, PEO N. Avila, APEGA K. Baig, President-Elect, OIQ E. Barber, APEGS A. Baril, OIQ M. Belletête, OIQ V. Benz, APEGA G. Connolly, Engineers PEI	A. English, Engineers & Geoscientists BC N. Hill, PEO S. Jha, NAPEG T. Joseph, APEGA D. Nedohin-Macek, Engineers Geoscientists MB K. Reid, PEO D. Spracklin-Reid, PEGNL N. Turgeon, OIQ M. Wrinch, Engineers & Geoscientists BC C. Zinck, Engineers Nova Scotia
The following Directors sent regrets	
M. Sterling, PEO	J. Tink, APEGA
The following CEO Group Advisor sent regrets	
L. Daborn, Chair, CEO Group	
The following Direct Reports to the Board were in attendance	
M. A. Hodges, Vice-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 K. Darr, President, APEGS K. Deluzio, Chair, EDC L. Doig, President-Elect, APEGA S. Holmes, CEO, APEGS P. Klink, Vice-Chair, CEAB	J. Landrigan, Executive Director & Registrar, Engineers PEI P. Mann, CEO, Engineers Nova Scotia D. McLean, President, Engineers Nova Scotia M. Paul-Elias, President, Engineers & Geoscientists NB B. Pearse, President, APEGA
The following staff were in attendance	
E. David, Planning, Event, and Change Practitioner S. Francoeur, Director, HR R. Gauthier, Executive Assistant L. Go, Legal Counsel C. Mash, Governance Administrator R. Melsom, Manager, CEQB D. Menard, Director, Finance A. Murphy-Dow, Interim Governance Administrator	M. Ouellette, Manager, Strategic and Operational Planning C. Polyzou, Manager, Equity, Diversity, and Inclusion S. Price, Executive Vice President, Regulatory Affairs J. Sendrowicz, Planning, Event, and Change Practitioner J. Southwood, VP, Corporate Affairs & Strategic Partnerships H. Theelen, Director, Strategic Planning & Organizational Excellence M. Warken, Manager, CEAB

1. Opening
1.1 Call to order and approval of agenda

President D. Chui called the meeting to order at 11:05am ET. Participants were welcomed and the land was acknowledged.

Motion 2022-04-1D
Moved and seconded

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

Carried

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

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.

2. Board business/required decisions

2.1 2021 audited financial statements

N. Hill presented the pre-circulated statements. In response to a question concerning the decrease in outreach revenue between 2020 and 2021, D. Menard explained that the 2020 outreach revenue related to grant funding received for the Canadian Engineering Education Challenge (CEEC). The revenue decreased in 2021 when the program was put on hold. It was further noted that CEEC program revenue is a flow-through, where Engineers Canada receives the grant funding and provides the money to the host of the program. No further questions were received.

2022-04-2D

Moved and seconded

THAT the Board, on recommendation of the FAR Committee, approve the Engineers Canada financial statements for the year ending December 31, 2021, as audited by KMPG LLP, and be placed before the Members at the 2022 Annual Meeting of Members.

Carried

2.2 Corporate Risk Profile

N. Hill presented the Corporate Risk Profile and provided an overview of the process, highlighting areas of change since the document was first approved by the Board in 2021.

P. G. Lafleur was invited to comment on the accreditation risk. He noted that the Board's decision to provide the EDC and CFES representatives with speaking rights at CEAB meetings will provide these groups with more opportunity for active participation.

The following comments on the Corporate Risk Profile were made:

- The current risk titles are not reflective of the risk to be managed. It was suggested that they should instead be re-drafted to define the problem that Engineers Canada is trying to address. For example, with the current risk titled "accreditation," the defined problem is "rejection of accreditation".
- The first bullet of the accreditation risk should be re-worded to reflect that accreditation is a national standard and not simply a mechanism for graduates to avoid entry-practice exams.

It was confirmed that FAR will consider these suggestions at a future meeting.

2.3 Rescission of the In-person meeting guideline

M. Wrinch presented the Governance Committee's recommendation to rescind the Board's guideline 1, *In-Person Meetings During COVID*. It was explained that the guideline was first implemented to provide direction to staff for event planning purposes. Rescinding the guideline would result in more flexibility in planning in-person meetings without first consulting Board members for their attendance plans by survey. M. Wrinch also noted that the Governance Committee had considered the continued applicability of the Board's vaccination policy and had decided it would be prudent to maintain Board policy 7.13, *Vaccination for In-Person Meetings* to ensure the health and safety of volunteer, staff, and the general public continue to be considered.

The following discussion was captured:

- One comment was received in support of hybrid meetings continuing as they are more inclusive for many reasons including accommodation for people with childcare challenges and people with disabilities. It was explained that hybrid meetings have not been considered in the budget, although Board Directors who are not able to attend in-person meetings will continue to have remote connection options provided.
- Some Directors noted that, given the continued state of the pandemic and difficulty with travel in Canada, this decision is being considered too soon. It was stressed that the guideline's application is limited to determining the format of Board and Board committee meetings, i.e. whether a meeting would be hosted virtually or in-person. Engineers Canada will remain vigilant and consider national guidelines and provincial directives as the environment continues to change.
- An additional comment was received about the practicality of spending significant funds on in-person meetings that may only attract 50 per cent of Directors.

2022-04-3D

Moved and seconded

THAT the Board, on recommendation of the Governance Committee, rescind the Board's guideline 1, In-Person Meetings During COVID.

Carried with two-thirds majority

3. Next meetings

The next Board meetings are scheduled as follows:

- May 27, 2022 (Toronto, ON with virtual connection options for those unable to attend in-person)
- June 20-21, 2022 (Mont-Tremblant, QC)
- September 29, 2022 (Ottawa, ON)
- December 12, 2022 (Virtual)
- February 23, 2023 (Ottawa, ON)
- April 5, 2023 (Virtual)

The final 2021-2022 committee meeting is scheduled as follows:

- FAR Committee: May 12, 2022 (Virtual)

The upcoming 2022-2023 committee meetings are scheduled as follows:

- HR Committee: May 28, 2022 (Toronto, ON with virtual connection options for those unable to attend in-person)
- All 2022-2023 committees and task forces: June 20, 2022 (Mont-Tremblant, QC)

Meeting participants were thanked for their participation, and R. Gauthier was commended for support and management of the meeting slides.

4. In-camera sessions

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

Motion 2022-04-4D

Moved and seconded

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

4.2 Board Directors and CEO

Motion 2022-04-5D

Moved and seconded

**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**

4.3 Board Directors only

Motion 2022-04-6D

Moved and seconded

**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**

5. Closing

With no further business to address, the meeting terminated at 12:22pm ET.

Minutes prepared by C. Mash for:

Danny Chui, P.Eng., FEC, President

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

BRIEFING NOTE: For decision

National Position Statements		3.2
Purpose:	To approve new and updated National Position Statements	
Link to the Strategic Plan/Purposes:	Operational imperative 5: Advocating to the federal government	
Link to the Corporate Risk Profile:	National collaboration Reputation Sustainability of engineering regulation	
Motion(s) to consider:	a) <i>THAT the following new National Position Statement be approved:</i> i. <i>Role of Engineers in Building a Safe and Resilient Canada</i> b) <i>THAT the following updated National Position Statement be approved:</i> i. <i>Procurement</i>	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Joey Taylor, Manager, Public Affairs	
Presented by:	Gerard McDonald, Chief Executive Officer	

Problem/issue definition

- National Position Statements (NPSs) are positions on key issues relating to the public interest. These are consensus positions of the provincial and territorial Engineering Regulators. These statements:
 - Represent the collective position of the engineering profession
 - Influence public policy
 - Facilitate discussion with government
 - Provide information for our Members and those of the engineering profession
- Engineers Canada’s Public Affairs Advisory Committee (PAAC) is tasked with creating the NPSs. This committee is comprised of volunteers with multi-disciplinary backgrounds and expertise.
- Each year, PAAC develops NPSs on new and existing issues facing the engineering profession. In addition, PAAC works to update the current NPSs to ensure they remain up-to-date and relevant. This helps ensure that parliamentarians and the federal government consider the expertise of the engineering profession in policy-making.
- The current process for deciding which topics PAAC will be developing in the upcoming year starts with a discussion of the potential topics during PAAC’s May meeting. This process includes reviewing all existing NPSs and deciding which ones require updating as part of the annual update cycle. The topics identified by PAAC are circulated for approval by the Engineers Canada Board and the CEO Group. Once approved, PAAC develops and/or updates the NPSs and presents them to the Engineers Canada Board and the Regulators for approval. The process for the identification and development of public policies supported by the Regulators is available in Board policy 9.3, *National Position Statements*.
- The NPSs for review at this meeting are linked to Operational imperative 5: Advocating to the Federal Government of the 2022-2024 Strategic Plan, and include:
 - A new position statement on:
 - Role of Engineers in Building a Safe and Resilient Canada
 - Updated existing statement:
 - Procurement

Proposed action/recommendation

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

Other options considered

- N/A

Risks

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

Financial implications

- N/A

Benefits

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

Consultation

- Our multi-disciplinary PAAC, Regulators (via the CEOs), and the Engineers Canada Board Directors were asked, by email, to review and provide comments and updates to the presented NPSs; 5 of the 12 Regulators and 1 Director responded with comments via e-mail.
- There were no objections or concerns regarding the engineering profession's position as laid out in the NPSs being presented.

Next steps (if motion approved)

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

Appendix

- **Appendix 1:** NPSs for approval – Marked up (track-change) versions highlight areas of adjustment resulting from consultation feedback, and clean copies



National Position Statements

The Role of Engineers in Building a Safe and Resilient Canada	2
Procurement <u>of Goods and Services</u>	5

The Role of Engineers in Building a Safe and Resilient Canada

The engineering profession's position

- Public safety is threatened, and environmental, social, and economic interests are not adequately protected, when professional engineers are not directly involved in Canadian infrastructure initiatives that require the application of engineering expertise.
- Professional engineers play a pivotal role in building safe and resilient communities across Canada in their day-to-day work as they apply technology in creative ways for the benefit of society.
- Professional engineers assess, manage, and monitor risks, support economic stability, establish priorities, identify problems and leverage opportunities that proactively and creatively build a safe and resilient Canada.
- Incorporating professional engineers' accountability into federal legislation and regulation weaves the engineering regulatory process into the fabric of government and keeps Canadians safe. Engineering expertise is critical to building and rebuilding of a safe and resilient Canada.

The challenge(s)

A safe and resilient Canada is one that can effectively prepare, prevent, respond, and recover from shocks and stressors, and to prosper thereafter. The International Federation of the Red Cross (IFRC)¹ outlined several qualities that promote resilience. They include:

- The ability to assess, manage, and monitor risks.
- The capacity to provide a range of diverse economic opportunities to support economic stability, sustainable infrastructure, and services—including housing, transportation systems, power, water, and sanitation systems.
- The capacity to identify problems, establish priorities, and act proactively to address them when they arise.
- The capacity to connect.

These qualities recognize the importance of human health and well-being; undoubtedly placing human needs as the highest parameter in the planning, design, and operation of technical systems. Professional engineers play an important role in building safe and resilient communities across Canada in their day-to-day work as they apply technology in creative ways for the benefit of society. Public health and safety are threatened, ~~and environmental, social, and economic interests are not adequately protected,~~ when professional engineers are not directly involved in the planning, design, implementation, review, and maintenance of projects and initiatives that require the application of engineering principles. Professional engineers strengthen the safety and resiliency of communities across Canada by providing innovative

¹ International Federation of Red Cross and Red Crescent Societies. (2011). "Characteristics of a Safe and Resilient Community. Community Based Disaster Risk Reduction Study." Retrieved October 8, 2021, from: https://preparecenter.org/wp-content/sites/default/files/final_characteristics_report.pdf

solutions to proactively address complex problems, protect federal, provincial, and territorial assets, connect communities, and drive national economic recovery, all while managing risks.

Professional engineers have continuously proven their ability to build and maintain a safe and resilient Canada across federal jurisdictions. Some examples include designing personal protective equipment during the [COVID-19 pandemic](#) to mitigate public health risks; providing unbiased [climate adaptation and mitigation](#) expertise to safeguard public infrastructure; connecting communities through [sustainable broadband](#) technology; [collaborating with Indigenous leaders](#) to strengthen infrastructure within First Nations communities; enhancing [innovation and productivity](#) across Canada by supporting [diversity, equity, and inclusion](#) practices within the profession; strengthening national [cybersecurity](#) from unauthorized access or attacks that are aimed for exploitation; and supporting the development of artificial intelligence engineering technology in [autonomous and connected vehicles](#).

How Engineers Canada has contributed

Engineers Canada understands the importance of actively engaging with the federal government on initiatives that impact the work that professional engineers do and that include activities that could involve engineering work. We have built strong and open working relationships with the federal government, both with parliamentarians and senior federal officials.

In collaboration with the 12 provincial and territorial engineering regulators, Engineers Canada has contributed unbiased expertise to strengthen the safety and resiliency of communities across Canada. Initiatives include:

- Developing [National Position Statements](#) that highlight the engineering profession's position on key issues relating to the public interest.
- Contributing to [federal initiatives](#) by providing evidence-based recommendations to the federal government.
- Developing [national guidelines](#) and papers that serve the needs of regulators, engineers, and applicants for licensure.
- Maintaining [accreditation](#) standards within Canadian undergraduate programs in engineering, which safeguard the public with consistent academic requirements for licensure and service.
- Strengthening public safety through [equity, diversity, and inclusion](#) practices, specifically through [Engineers Canada's 30 by 30](#) initiative, that promote innovative thinking to solve complex societal problems.

Recommendation to the federal government

The federal government's willingness to coordinate and collaborate with the engineering profession is essential in ensuring a safe and resilient Canada. Professional engineers possess the skills and knowledge to respond and advise the federal government on current and future challenges. The application of engineering principles and expertise spans across every federal department, from providing insight to strengthen Canada's innovative output, protecting structural integrity of physical infrastructure, protecting the natural environment, strengthening diversity and inclusion initiatives, providing input for national educational initiatives and programming, and protecting the national economy. Engineering

expertise is essential in supporting federal projects and initiatives that protect and strengthen Canadian communities.

The federal government should:

- Ensure that any legislation or regulations that refer to engineering work require the involvement of a professional engineer, licensed in accordance with provincial and territorial engineering acts.
- Adopt a government-wide policy to ensure that engineering work is performed by individuals who are licensed to do so, thereby encouraging compliance with professional regulatory legislation that holds those so licensed professionally accountable for their engineering work.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Monitor the government agenda, legislative initiatives, and proposed regulations and activities to bring recommendations forward to the federal government regarding the need for professional engineers to be legally required where engineering expertise is required.
- Advocate for decision-makers to ensure that federal legislation, initiatives, and regulations retain explicit references to the inclusion of engineers licensed with provincial and territorial regulators, in the interest of public safety across Canada.
- Continue to ensure that Canadian engineering accreditation standards developed through Engineers Canada, which mandate the standards for the education of Canadian-trained engineers, include the most current engineering expertise, especially that which addresses the safety and resilience of Canadian infrastructure.
- Provide input from engineers on federal initiatives, legislation, and regulations where engineering work is in the public interest.
- Support the work of the engineering regulators to enforce the provincial and territorial engineering acts as they pertain to the practice of engineering disciplines impacting the safety and resiliency of communities in Canada.

Procurement of Goods and Services

The engineering profession's position

- During the federal government's engineering-related procurements of goods and services it is essential to engage and consult with professional engineers, be they government-employed engineers or consultants, to ensure that Canadians receive the best possible value for goods and services that are safe and compliant with standards and codes.
- All engineering decisions that are required throughout the federal procurement process **must should** be made by a professional engineer licensed with a provincial or territorial engineering regulatory body.
- Federal, provincial, territorial, and municipal governments should consult and collaborate with the engineering profession on government procurement decisions related to engineering for the benefit of public safety, the economy, and the environment, and for the well-being of communities across Canada.

The challenge(s)

The Government of Canada is one of the largest public buyers of goods and services in Canada, purchasing approximately \$22 billion **worth** every year on behalf of federal departments and agencies.² The current competitive process aims to get the best value for Canadians while enhancing access, competition, and fairness. Most contracts awarded to small and medium enterprises are done on a competitive basis, making it the most common process used by the federal government.³ The issue remains that there are large-scale collaboration gaps between the government and the regulated professions—specifically the engineering profession—in the current competitive and non-competitive procurement processes in Canada. These gaps often cause professional engineers to be excluded from making important engineering decisions.

Yet professional engineers have an important role to play within the procurement process in Canada. To protect public safety, economic interests, and the natural environment, Engineers Canada strongly believes that professional engineers must be involved in:

1. Preparing engineering documents to be used for construction or project implementation.
2. Supervising projects.
3. Preparing tender agreements throughout the procurement process.
4. Assisting throughout the procurement process where engineering decisions are required.

Engineers also possess a deep understanding of life cycle costing pertaining to all four stages of the procurement process, from planning and acquisition to use and disposal. Life cycle costing is an approach that assesses the total cost of an asset over its life cycle including initial capital costs, maintenance costs, operating costs, and the asset's residual value at the end of its service.⁴ Positive impacts that are associated with considering life cycle costs include reduced maintenance and operations costs, and

² Government of Canada – *The Procurement Process* (2020). <https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/the-procurement-process>

³ *Ibid*

⁴ Whole Building Design Guide (2016). "Life-Cycle Cost Analysis (LCCA)." <https://www.wbdg.org/resources/life-cycle-cost-analysis-lcca>.

increased life of an asset thereby reducing replacement costs. Life cycle costing is therefore critical since public infrastructure projects are long-term investments that are paid for with public funds.

How Engineers Canada has contributed

Engineering decisions on procurement for projects and services must be made by professional engineers. Departments and agencies within the Government of Canada want the best value for their procurement project requirements. ~~With this in mind, it is important for E~~ngineering services ~~must to~~ be seen as an investment—not as an expense.

Finally, Engineers Canada participates in consultations on legislation and regulations that impact the work of engineers and addresses activities that could involve engineering work. Engineers Canada will continue to build open working relationships with the federal government to ensure that engineers are directly involved with decision-making throughout the federal procurement process.

Recommendation to the federal government

The federal government should ensure that engineering decisions are made by professional engineers as this will ensure public safety and welfare and promote innovation. The federal government should also:

- Actively collaborate with the engineering profession throughout all phases of the procurement process.
- Ensure that every engineering decision required on a Government of Canada procurement project is made by a professional engineer.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Participate in formal government consultations, national roundtables, and appear before the House of Commons and Senate standing committees to advance the inclusion of professional engineers as decision makers during the federal government's engineering-related procurement processes.
- Provide advice and proposed language on the federal government's engineering-related procurement processes to facilitate the development of legislation and federal regulatory frameworks that promote innovation and productivity within procurement projects.
- Continue to work with governments and engineering regulators to promote and educate the federal government and other levels of government on the importance of including engineers at all stages of the federal procurement process.



National Position Statements

The Role of Engineers in Building a Safe and Resilient Canada	2
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The Role of Engineers in Building a Safe and Resilient Canada

The engineering profession's position

- Public safety is threatened, and environmental, social, and economic interests are not adequately protected, when professional engineers are not directly involved in Canadian infrastructure initiatives that require the application of engineering expertise.
- Professional engineers play a pivotal role in building safe and resilient communities across Canada in their day-to-day work as they apply technology in creative ways for the benefit of society.
- Professional engineers assess, manage, and monitor risks, support economic stability, establish priorities, identify problems and leverage opportunities that proactively and creatively build a safe and resilient Canada.
- Incorporating professional engineers' accountability into federal legislation and regulation weaves the engineering regulatory process into the fabric of government and keeps Canadians safe. Engineering expertise is critical to building and rebuilding of a safe and resilient Canada.

The challenge(s)

A safe and resilient Canada is one that can effectively prepare, prevent, respond, and recover from shocks and stressors, and to prosper thereafter. The International Federation of the Red Cross (IFRC)¹ outlined several qualities that promote resilience. They include:

- The ability to assess, manage, and monitor risks.
- The capacity to provide a range of diverse economic opportunities to support economic stability, sustainable infrastructure, and services—including housing, transportation systems, power, water, and sanitation systems.
- The capacity to identify problems, establish priorities, and act proactively to address them when they arise.
- The capacity to connect.

These qualities recognize the importance of human health and well-being; undoubtedly placing human needs as the highest parameter in the planning, design, and operation of technical systems. Professional engineers play an important role in building safe and resilient communities across Canada in their day-to-day work as they apply technology in creative ways for the benefit of society. Public health and safety are threatened when professional engineers are not directly involved in the planning, design, implementation, review, and maintenance of projects and initiatives that require the application of engineering principles. Professional engineers strengthen the safety and resiliency of communities across Canada by providing innovative solutions to proactively address complex problems, protect federal,

¹ International Federation of Red Cross and Red Crescent Societies. (2011). "Characteristics of a Safe and Resilient Community. Community Based Disaster Risk Reduction Study." Retrieved October 8, 2021, from: https://preparecenter.org/wp-content/sites/default/files/final_characteristics_report.pdf

provincial, and territorial assets, connect communities, and drive national economic recovery, all while managing risks.

Professional engineers have continuously proven their ability to build and maintain a safe and resilient Canada across federal jurisdictions. Some examples include designing personal protective equipment during the [COVID-19 pandemic](#) to mitigate public health risks; providing unbiased [climate adaptation and mitigation](#) expertise to safeguard public infrastructure; connecting communities through [sustainable broadband](#) technology; [collaborating with Indigenous leaders](#) to strengthen infrastructure within First Nations communities; enhancing [innovation and productivity](#) across Canada by supporting [diversity, equity, and inclusion](#) practices within the profession; strengthening national [cybersecurity](#) from unauthorized access or attacks that are aimed for exploitation; and supporting the development of artificial intelligence engineering technology in [autonomous and connected vehicles](#).

How Engineers Canada has contributed

Engineers Canada understands the importance of actively engaging with the federal government on initiatives that impact the work that professional engineers do and that include activities that could involve engineering work. We have built strong and open working relationships with the federal government, both with parliamentarians and senior federal officials.

In collaboration with the 12 provincial and territorial engineering regulators, Engineers Canada has contributed unbiased expertise to strengthen the safety and resiliency of communities across Canada. Initiatives include:

- Developing [National Position Statements](#) that highlight the engineering profession's position on key issues relating to the public interest.
- Contributing to [federal initiatives](#) by providing evidence-based recommendations to the federal government.
- Developing [national guidelines](#) and papers that serve the needs of regulators, engineers, and applicants for licensure.
- Maintaining [accreditation](#) standards within Canadian undergraduate programs in engineering, which safeguard the public with consistent academic requirements for licensure and service.
- Strengthening public safety through [equity, diversity, and inclusion](#) practices, specifically through [Engineers Canada's 30 by 30](#) initiative, that promote innovative thinking to solve complex societal problems.

Recommendation to the federal government

The federal government's willingness to coordinate and collaborate with the engineering profession is essential in ensuring a safe and resilient Canada. Professional engineers possess the skills and knowledge to respond and advise the federal government on current and future challenges. The application of engineering principles and expertise spans across every federal department, from providing insight to strengthen Canada's innovative output, protecting structural integrity of physical infrastructure, protecting the natural environment, strengthening diversity and inclusion initiatives, providing input for national educational initiatives and programming, and protecting the national economy. Engineering

expertise is essential in supporting federal projects and initiatives that protect and strengthen Canadian communities.

The federal government should:

- Ensure that any legislation or regulations that refer to engineering work require the involvement of a professional engineer, licensed in accordance with provincial and territorial engineering acts.
- Adopt a government-wide policy to ensure that engineering work is performed by individuals who are licensed to do so, thereby encouraging compliance with professional regulatory legislation that holds those so licensed professionally accountable for their engineering work.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Monitor the government agenda, legislative initiatives, and proposed regulations and activities to bring recommendations forward to the federal government regarding the need for professional engineers to be legally required where engineering expertise is required.
- Advocate for decision-makers to ensure that federal legislation, initiatives, and regulations retain explicit references to the inclusion of engineers licensed with provincial and territorial regulators, in the interest of public safety across Canada.
- Continue to ensure that Canadian engineering accreditation standards developed through Engineers Canada, which mandate the standards for the education of Canadian-trained engineers, include the most current engineering expertise, especially that which addresses the safety and resilience of Canadian infrastructure.
- Provide input from engineers on federal initiatives, legislation, and regulations where engineering work is in the public interest.
- Support the work of the engineering regulators to enforce the provincial and territorial engineering acts as they pertain to the practice of engineering disciplines impacting the safety and resiliency of communities in Canada.

Procurement of Goods and Services

The engineering profession's position

- During the federal government's engineering-related procurements of goods and services it is essential to engage and consult with professional engineers, be they government-employed engineers or consultants, to ensure that Canadians receive the best possible value for goods and services that are safe and compliant with standards and codes.
- All engineering decisions that are required throughout the federal procurement process should be made by a professional engineer licensed with a provincial or territorial engineering regulatory body.
- Federal, provincial, territorial, and municipal governments should consult and collaborate with the engineering profession on government procurement decisions related to engineering for the benefit of public safety, the economy, and the environment, and for the well-being of communities across Canada.

The challenge(s)

The Government of Canada is one of the largest public buyers of goods and services in Canada, purchasing approximately \$22 billion every year on behalf of federal departments and agencies.² The current competitive process aims to get the best value for Canadians while enhancing access, competition, and fairness. Most contracts awarded to small and medium enterprises are done on a competitive basis, making it the most common process used by the federal government.³ The issue remains that there are large-scale collaboration gaps between the government and the regulated professions—specifically the engineering profession—in the current competitive and non-competitive procurement processes in Canada. These gaps often cause professional engineers to be excluded from making important engineering decisions.

Yet professional engineers have an important role to play within the procurement process in Canada. To protect public safety, economic interests, and the natural environment, Engineers Canada strongly believes that professional engineers must be involved in:

1. Preparing engineering documents to be used for construction or project implementation.
2. Supervising projects.
3. Preparing tender agreements throughout the procurement process.
4. Assisting throughout the procurement process where engineering decisions are required.

Engineers also possess a deep understanding of life cycle costing pertaining to all four stages of the procurement process, from planning and acquisition to use and disposal. Life cycle costing is an approach that assesses the total cost of an asset over its life cycle including initial capital costs, maintenance costs, operating costs, and the asset's residual value at the end of its service.⁴ Positive impacts that are associated with considering life cycle costs include reduced maintenance and operations costs, and

² Government of Canada – *The Procurement Process* (2020). <https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/the-procurement-process>

³ *Ibid*

⁴ Whole Building Design Guide (2016). "Life-Cycle Cost Analysis (LCCA)." <https://www.wbdg.org/resources/life-cycle-cost-analysis-lcca>.

increased life of an asset thereby reducing replacement costs. Life cycle costing is therefore critical since public infrastructure projects are long-term investments that are paid for with public funds.

How Engineers Canada has contributed

Engineering decisions on procurement for projects and services must be made by professional engineers. Departments and agencies within the Government of Canada want the best value for their procurement project requirements. Engineering services must be seen as an investment—not as an expense.

Finally, Engineers Canada participates in consultations on legislation and regulations that impact the work of engineers and addresses activities that could involve engineering work. Engineers Canada will continue to build open working relationships with the federal government to ensure that engineers are directly involved with decision-making throughout the federal procurement process.

Recommendation to the federal government

The federal government should ensure that engineering decisions are made by professional engineers as this will ensure public safety and welfare and promote innovation. The federal government should also:

- Actively collaborate with the engineering profession throughout all phases of the procurement process.
- Ensure that every engineering decision required on a Government of Canada procurement project is made by a professional engineer.

How Engineers Canada will contribute

Engineers Canada will continue to:

- Participate in formal government consultations, national roundtables, and appear before the House of Commons and Senate standing committees to advance the inclusion of professional engineers as decision makers during the federal government's engineering-related procurement processes.
- Provide advice and proposed language on the federal government's engineering-related procurement processes to facilitate the development of legislation and federal regulatory frameworks that promote innovation and productivity within procurement projects.
- Continue to work with governments and engineering regulators to promote and educate the federal government and other levels of government on the importance of including engineers at all stages of the federal procurement process.

BRIEFING NOTE: For decision

CEAB appointments		3.3
Purpose:	To approve one new member-at-large appointment, one new regional appointment, and three extensions to CEAB members' terms, for the period July 1, 2022 to June 30, 2025	
Link to the Strategic Plan/Purposes:	Operational imperative 1: Accrediting Undergraduate Engineering Programs	
Link to the Corporate Risk Profile:	Governance functions	
Motion(s) to consider:	<p><i>THAT the following CEAB appointments be approved for the period July 1, 2022 to June 30, 2025:</i></p> <ul style="list-style-type: none"> • <i>Waguih ElMaraghy, member-at-large (second term)</i> • <i>Ray Gosine, member-at-large (third term)</i> • <i>John Allen Stewart, member-at-large (second term)</i> • <i>Diane Kennedy, member-at-large (new member)</i> • <i>Nicholas Krouglicof, representative for Atlantic region (new member)</i> 	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Mya Warken, Manager, Accreditation and CEAB Secretary	
Presented by:	Tim Joseph, Director from Alberta, Senior Director Appointee to the CEAB	

Problem/issue definition

- Under the provisions contained within the Board's earlier *Canadian Engineering Accreditation Board (CEAB)* policy, Ray Gosine is eligible for a third 3-year term.
- Under the current Board policy 6.9, *Canadian Engineering Accreditation Board (CEAB)*, Waguih ElMaraghy and John Allen Stewart are each eligible for a second 3-year term renewal.
- Support for all re-appointments was confirmed by the CEAB's Nominating Committee and the members' respective home Regulators confirmed their good standing, in keeping with the nominations process outlined in Board policy 6.9.
- A request for nomination for the Atlantic region was sent to the CEOs of PEGNL, APEGNB, Engineers PEI, and Engineers Nova Scotia on December 8, 2021. The Regulators from the Atlantic region submitted one name; Nick Krouglicof. The Secretariat contacted Nick Krouglicof to confirm his interest, which he provided. The CEAB Nominating Committee confirmed their support for his nomination.
- Working with Engineers Yukon and NAPEG, the CEAB Nominations Committee sought the appointment of a representative from Yukon, the Northwest Territories, or Nunavut, as suggested under Board policy 6.9, but was unable to secure a nomination. The position will remain vacant until a nominee can be identified.
- Following a mid-term resignation from the CEAB, a national call for expressions of interest for one CEAB member-at-large was launched on March 1, 2022. The call was posted on the [Engineers Canada website](#) and highlighted in *Accreditation Matters*. The call was also circulated to all Regulators, to members of Engineering Deans Canada (EDC), and to members of the CEAB, who were encouraged to share the call with their networks. The CEAB's Nominating Committee reviewed all nominations and determined that Diane Kennedy best fits the desired profile of member-at-large. Diane Kennedy has confirmed her willingness to serve, should she be appointed by the Engineers Canada Board and both PEO and EGBC have confirmed her good standing.

Proposed action/recommendation

- That the Board approve the appointments, for the noted terms.

Other options considered

- None.

Risks

- Given that all nominees have received their Regulator's support and/or confirmation of their good standing, there is no risk with proceeding with the appointments.

Financial implications

- There are no financial implications associated with the appointments.

Benefits

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

Consultation

- Regulator support and/or confirmation of good standing was received for the nominations.

Next steps (if motion approved)

- The Chair of the CEAB Nominating Committee, Senior Director Appointee Tim Joseph, will advise the individuals of their appointments.

Appendix

- **Appendix 1:** New nominee profiles (summary of key facts)



**New nominee profiles
CEAB nominations 2022**

Key facts about Nick Krouglicof PhD, P.Eng., FEC include:

- Professor, Faculty of Sustainable Design Engineering, University of Prince Edward Island (UPEI).
- He served as the inaugural Dean of the Faculty of Sustainable Design Engineering at UPEI (March 2015 to August 2020).
- He is fluent in English and French.

Key facts about Diane Kennedy, PhD, P. Eng. include:

- (Retired) Faculty, Department of Electrical Engineering and Technology, British Columbia Institute of Technology, from 2006 to 2021. Diane led the design of the four-year electrical engineering degree program therefore, bringing a non-university perspective to the CEAB.
- She has served on four (4) accreditation visiting teams and will serve on three (3) visits in the 22/23 visit cycle.
- She is fluent in English and speaks French.

BRIEFING NOTE: For decision

CEQB appointments		3.4
Purpose:	To approve two extensions to CEQB members' terms, for the period July 1, 2022 to June 30, 2025	
Link to the Strategic Plan / Purposes:	Operational imperative 3: Providing services and tools	
Link to the Corporate Risk Profile:	Governance functions	
Motion(s) to consider:	<p><i>THAT the following CEQB reappointments be approved for the period July 1, 2022 to June 30, 2025:</i></p> <ul style="list-style-type: none"> • <i>Nadia Lehoux, representative for Quebec (second term)</i> • <i>Ian Sloman, representative for Saskatchewan and Manitoba (third term)</i> 	
Vote required to pass:	Simple majority	
Transparency:	Open session	
Prepared by:	Ryan Melsom, Manager, Qualifications and CEQB Secretary	
Presented by:	Chris Zinck, Director from Nova Scotia, Senior Director Appointee to the CEQB	

Problem/issue definition

- Under the provisions contained within the Board's earlier *Canadian Engineering Qualifications Board (CEQB)* policy, Ian Sloman is eligible for a third 3-year term.
- Under the current Board policy 6.10, *Canadian Engineering Qualifications Board (CEQB)*, Nadia Lehoux is eligible for a second 3-year term renewal.
- Support for both re-appointments was confirmed by the CEQB's Nominating Committee and the members' respective home Regulators (APEGGS and OIQ) confirmed their good standing, in keeping with the nominations process outlined in Board policy 6.10.
- Working with Engineers Yukon and NAPEG, the CEQB Nominations Committee sought the appointment of a representative from Yukon, the Northwest Territories, or Nunavut, as suggested under Board policy 6.10, but was unable to secure a nomination. The position will remain vacant until a nominee can be identified.

Proposed action/recommendation

- That the Board approve the appointments, for the noted terms.

Other options considered

- None.

Risks

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

Financial implications

- There are no financial implications associated with the appointments.

Benefits

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

Consultation

- Regulator support was received for the nominations.

Next steps (if motion approved)

- The Chair of the CEQB Nominating Committee, Senior Director Appointee Chris Zinck, will advise the individuals of their appointments.

Appendix

- None.

BRIEFING NOTE: For decision

Budget assumptions approval process		4.1
Purpose:	To approve a new budget assumptions approval process	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Financial compliance Long term financial viability	
Motion(s) to consider:	<i>THAT the Board, on recommendation of the FAR Committee, approve the budget assumptions approval process.</i>	
Vote required to pass:	Two-thirds majority	
Transparency:	Open session	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	Nancy Hill, Director from Ontario, Chair of the FAR Committee	

Problem/issue definition

- Engineers Canada’s annual budget preparation begins each year in June, with the determination by staff of the specific initiatives that will be carried out in the following year, to align with the organization’s strategic and operational priorities. The resulting draft budget is then reviewed by the FAR Committee at a meeting in August, and the first draft is thereafter presented to the Board at its September/October meeting.
- During the 2022 budget review and approval process, it was noted that some budget assumptions needed to be redefined, and that it would be beneficial to put in place a new process where budget envelope assumptions would be developed by staff and then reviewed and approved by the FAR Committee in advance of the first draft of the budget being prepared each year. This proposed new budget assumptions approval process:
 - Would have the FAR committee approve the budget envelope assumptions at their June meeting; and,
 - Once approved, revenue and cost estimates would be prepared and reviewed by Engineers Canada’s senior leadership team, in advance of the first draft of the budget being presented for review by the FAR Committee at their meeting in August.

Proposed action/recommendation

- That the Board approve the proposed new budget assumptions approval process.

Other options considered

- None.

Risks

- None.

Financial implications

- None.

Benefits

- The budget assumptions present the key assumptions for revenues, operating expenses, and Strategic Plan project expenses related to Engineers Canada first draft of the budget.
- The approval of the budget envelope assumptions by FAR does not constitute approval of any section of the budget and only serves as high-level guidance to the CEO and staff in creating the first draft of the budget.

Consultation

- The FAR Committee has reviewed and is recommending the proposed budget assumptions approval process.

Next steps

- Following Board approval, the FAR Committee will take steps to implement the new budget assumptions approval process, which will require that it review and approve the 2023 budget envelope assumptions (a sample of which is included as Appendix 1).
- Thereafter, the Governance Committee will be tasked to revise Board policy 6.4, *Finance, Audit, and Risk (FAR) Committee Terms of Reference*, to include the new process. The policy revisions would be brought forward for Board approval, in September.

Appendix

- **Appendix 1:** Sample of 2023 budget envelope assumptions, as would be presented to the FAR Committee in June 2023



[SAMPLE] Engineers Canada
2023 Operating Budget Envelope Assumptions

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. Subsequently the Budget assumption envelope will be prepared and presented for approval at the Finance, Audit, and Risk (FAR) Committee first meeting in June. Once approved, revenue and cost estimates are prepared and reviewed by the senior leadership team, and a draft is then presented for review to the Finance, Audit, and Risk (FAR) Committee at their August meeting.

This document presents the key assumptions for revenues, operating expenses, and Strategic Plan project expenses related to Engineers Canada’s 2023 budget.

1. General Assumptions

- Strategic priorities projects are funded by the unrestricted reserve.
- Operating deficits are funded by the unrestricted reserve.

2. Revenue Assumptions

- **Annual membership dues revenue:** is calculated based on the membership projections provided by the Regulators as part of the annual survey process. The per capita assessment fee (PCAF) is set at \$10.21 for fiscal 2023.
- **National programs (Affinity) revenue:** is calculated based on projections provided directly by the individual affinity partners. The PEO portion of the TD Insurance program will not be included in the budget, as PEO has the option to join the program at the end of each year.
- **Investment income:** is calculated based on a combination of the targeted return in the investment policy guidelines, and the historical rate of return on the portfolio. The budgeted return for 2023 is XX%.

3. Operating Expenses Assumptions

- **Salaries & full-time employees (FTE’s):** the human resources budget (part of the Corporate Services portfolio) includes the following assumptions:
 - 50 full time employees (FTE’s), which is an increase of XX compared to 2022.
 - Salary increases are based on a salary band review for employees who are not at the job rate band for their position. Employees who are at the job rate band for their position will receive a CPI increase of X.X%. The Statistics Canada CPI rate of X.X% is for the 12-month period ending April 2022.
- **Other Operating expenses:** The remainder of the operating expenses reported by operating initiative may fluctuate based on the initiatives predicted to be completed in the fiscal year, but overall expenses will not increase more than the CPI rate of X.X%. The Statistics Canada CPI rate of X.X% is for the 12-month period ending April 2022.

4. Strategic Plan (2022-2024) Project Expenses

The Strategic Plan project expenses for 2023 of \$3.7M are in-line with the estimates presented to the Board of Directors in late 2020.

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: Ensure the development and periodic review of Board policies					
Link to the Corporate Risk Profile:	Governance functions					
Motion(s) 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. 6.9, CEAB</i></td> <td><i>iii. 7.2, Board relationship with CFES</i></td> </tr> <tr> <td><i>ii. 6.10, CEQB</i></td> <td><i>iv. 7.3, Board relationship with EDC</i></td> </tr> </table>		<i>i. 6.9, CEAB</i>	<i>iii. 7.2, Board relationship with CFES</i>	<i>ii. 6.10, CEQB</i>	<i>iv. 7.3, Board relationship with EDC</i>
<i>i. 6.9, CEAB</i>	<i>iii. 7.2, Board relationship with CFES</i>					
<i>ii. 6.10, CEQB</i>	<i>iv. 7.3, Board relationship with EDC</i>					
Vote required to pass:	Two-thirds majority					
Transparency:	Open session					
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary					
Presented by:	Mike Wrinch, Director from BC, Chair of the Governance Committee					

Problem/issue definition

- Four (4) policies are presented today for approval. Two (2) policies under review outline the terms of reference for the CEAB and the CEQB, and revisions are proposed in the following areas:
 - **Vice-Chair election process:** After the CEAB and CEQB’s fall meetings, it was felt that changes to the Vice-Chair election process were necessary because (a) the current process is time consuming (with four candidates, it took the CEAB 3 rounds of voting) and (b) the process of dropping a candidate from the slate for each round of voting meant that all meeting participants knew who was the “least popular” candidate each round. This was not believed to be good for morale or group cohesion.
 - **Status of EDC and CFES representatives at CEAB meetings:** As discussed by the Board, in-camera at its February 25 meeting, the Governance Committee was instructed to revise the CEAB terms of reference to give effect to the Board’s preference to have one EDC representative and one CFES representative be granted speaking rights at CEAB meetings, while maintaining their status as observers.
- The revisions to Board policy 6.9 prompted an update to two (2) additional policies, 7.2 and 7.3, and particularly the clauses that set out the CEAB’s relationship with the CFES and EDC. The specific revisions mirror the new statements from policy 6.9 and reflect the status of the CFES and EDC representatives at CEAB meetings.

Proposed action/recommendation

- That the Board approve the proposed revisions to the existing policies.

Other options considered

- None.

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

- At its February 5th meeting, the CEAB discussed and agreed on the proposed approach to address the CFES and EDC's status at CEAB meetings. Later, at the February Board meeting, the Board considered the CEAB's recommendation and provided specific direction to the Governance Committee to give effect to the recommendation.
- A Certified Professional Parliamentarian was retained by the CEAB to explore solutions to the concerns they expressed about the Vice-Chair election process. The CEAB and CEQB Executive Committees and their secretariat staff were consulted and reviewed the proposed election process revisions, as drafted by the parliamentarian.

Next steps

- Upon Board approval, the policy manual will be updated to include the revised policies.

Appendix

- **Appendix 1:** Policies for approval - Marked up (track-change) versions and clean copies

6 Engineers Canada Board committees and task forces

6.9 Canadian Engineering Accreditation Board (CEAB)

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

Review period: Annual

Date of latest amendment: May 28, 2021 (Motion 2021-05-5D)

Date last reviewed: May 28, 2021

6.9.1 Terms of reference

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

A. Purpose/products

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



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

B. Authority

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



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

C. Composition

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



- a) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others;
 - b) Experience in the technical review of professional engineering work prepared by others; or,
 - c) Experience in the supervision, mentorship, or development of engineers-in-training or recently licensed engineers.
- (9) In the selection of members for the CEAB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEAB:
- a) Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
 - b) Including perspectives from Indigenous, Black, people of colour, and internationally educated engineers.

~~(10)(1) The CEAB may invite observers to its meetings, including a member of the CEQB. Observers do not have voting rights.~~

~~(11)~~(10) The CEAB secretariat, appointed by the CEO, supports the CEAB and its members are non-voting participants in meetings of the CEAB and its subcommittees.

D. Term limits

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

E. Planning

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



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

F. Observers at Meetings

- (1) The CEAB shall invite the following representatives to its meetings, as observers, each of whom shall be granted the right to be recognized as a speaker in the CEAB’s open sessions:
- a) The president of the Canadian Federation of Engineering Students (CFES), or the CFES president’s designate; and,
 - b) The chair of Engineering Deans Canada (EDC), or the EDC chair’s designate.
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6.9.2 Role of the Chair of the CEAB

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

A. Responsibilities

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



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

B. Competencies

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

6.9.3 Process to appoint members to the CEAB

A. General requirements

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

B. Nominating Subcommittee

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

C. New appointments and vacancies

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



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

a) Members from the regions

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

b) Members at large

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

D. Vacancies

- (1) In the event of a vacancy occurring on the CEAB mid-year and/or prior to the completion of a term of office, the Nominating Subcommittee shall select from amongst the list of candidates provided



by the Regulators and from those candidates who have received confirmation of support from their Regulators, which were compiled during the previous most recent nomination cycles for the position in question.

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

E. Reappointments

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



- (8) If the Regulator supports the re-appointment, the Nominating Subcommittee shall then recommend the candidate to the Engineers Canada Board.

6.9.4 Process to appoint members to the CEAB Executive Committee

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

A. Nominating

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

B. Elections

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



- (5) In the event only one candidate is nominated for the position of Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by indicating “yea” or “nay”.
- a) If the majority of the votes cast indicate “yea”, that candidate shall be declared elected.
 - b) In the event of a tie, the scrutineers shall open the Past Chair’s second ballot and use the vote therein.
 - c) If the majority of votes indicate “nay”, the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
 - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
 - b) In the event of a tie in the number of votes received, the scrutineers shall open the Past Chair’s second vote and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, [members will submit a ranked ballot \(also known as a preferential ballot\), ranking every candidate listed on the ballot in the matter instructed by the scrutineers. Ballots will be considered spoiled and discarded if they do not rank every candidate, do not rank candidates in sequential order, or duplicate rankings.](#) ~~the~~ The senior Director appointee and the Past Chair of the CEAB shall each [submit a second ranked ballot](#) ~~cast a second vote for all but one of the candidates~~ and place their ~~votes~~ [ballot](#) in [a sealed envelopes](#); [these ballots shall only be examined and considered if required, as specified below.](#)
- a) If one candidate receives a majority ([50% +1](#)) of the [first preference](#) votes, that candidate shall be declared elected.
 - b) In the event no candidate ~~is elected on the first ballot~~ [has a majority of the first preference votes](#), the candidate receiving the lowest number of votes [in any particular round](#) shall be removed from ~~the slate~~ [consideration in future rounds](#) and [each ballot for that candidate will be reallocated to the highest ranked remaining candidate. This process will be repeated](#) ~~new ballots will be successively presented~~ until one candidate receives a majority of the votes. [If there are two candidates remaining and there is a tie, the scrutineers shall first open the Past Chair’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the Past Chair’s ballot. If there is still a tie \(e.g. in the case of a spoiled ballot\), the scrutineers shall open the senior Director appointee’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the senior Director appointee’s ballot. If there is still a tie, the scrutineers will select the winner by lot.](#)



- c) ~~In the event of~~ If, in any round, there is a tie in the lowest number of votes received by two or more candidates, ~~as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting,~~ the scrutineers shall first open the Past Chair’s sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the Past Chair’s ballot from consideration in future rounds ~~use the votes therein~~. If one candidate can still not be removed ~~from the next round~~ (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee’s sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the senior Director appointee’s ballot from consideration in future rounds. If one candidate can still not be removed, the scrutineers will determine which of the tied candidates will be removed by lot. ~~and use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.~~
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.

6.9.5 Engineers Canada appointments to the CEAB

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

A. *Responsibilities of the Director appointees*

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



- (6) The senior Director appointee shall also attend the meetings of the Policies & Procedures Committee as an observer.

B. Authority of the Director appointees

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

C. Restrictions on the Director appointees

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

6 Engineers Canada Board committees and task forces

6.9 Canadian Engineering Accreditation Board (CEAB)

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

Review period: Annual

Date of latest amendment: May 28, 2021 (Motion 2021-05-5D)

Date last reviewed: May 28, 2021

6.9.1 Terms of reference

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

A. Purpose/products

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



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

B. Authority

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



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

C. Composition

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



- a) Experience as an employee of a government agency, crown corporation, or regulatory authority, in the review and/or approval of professional engineering work prepared by others;
 - b) Experience in the technical review of professional engineering work prepared by others; or,
 - c) Experience in the supervision, mentorship, or development of engineers-in-training or recently licensed engineers.
- (9) In the selection of members for the CEAB, every reasonable effort shall be made to achieve a diverse membership, representative of the Canadian population. In so doing, Regulators will be encouraged to consider making appointments which will result in the CEAB:
- a) Including at least 30% women, with a long-term goal of gender parity, representative of the Canadian population; and,
 - b) Including perspectives from Indigenous, Black, people of colour, and internationally educated engineers.
- (10) The CEAB secretariat, appointed by the CEO, supports the CEAB and its members are non-voting participants in meetings of the CEAB and its subcommittees.

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 - f) Contributing to the development, implementation, and achievement of Engineers Canada’s Strategic Plan;



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

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- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.



- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
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- ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates who they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.

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- iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
- iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed and those Regulators shall be asked to identify which of those candidates they would support for the position.

D. Vacancies

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



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

E. Reappointments

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



6.9.4 Process to appoint members to the CEAB Executive Committee

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

A. Nominating

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

B. Elections

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

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



- b) In the event of a tie, the scrutineers shall open the Past Chair's second ballot and use the vote therein.
 - c) If the majority of votes indicate "nay", the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
 - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
 - b) In the event of a tie in the number of votes received, the scrutineers shall open the Past Chair's second vote and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, members will submit a ranked ballot (also known as a preferential ballot), ranking every candidate listed on the ballot in the matter instructed by the scrutineers. Ballots will be considered spoiled and discarded if they do not rank every candidate, do not rank candidates in sequential order, or duplicate rankings. The senior Director appointee and the Past Chair of the CEAB shall each submit a second ranked ballot and place their ballot in a sealed envelope; these ballots shall only be examined and considered if required, as specified below.
- a) If one candidate receives a majority (50% +1) of the first preference votes, that candidate shall be declared elected.
 - b) In the event no candidate has a majority of the first preference votes, the candidate receiving the lowest number of votes in any particular round shall be removed from consideration in future rounds and each ballot for that candidate will be reallocated to the highest ranked remaining candidate. This process will be repeated until one candidate receives a majority of the votes. If there are two candidates remaining and there is a tie, the scrutineers shall first open the Past Chair's sealed envelope and declare as the winner the remaining candidate who is higher ranked on the Past Chair's ballot. If there is still a tie (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee's sealed envelope and declare as the winner the remaining candidate who is higher ranked on the senior Director appointee's ballot. If there is still a tie, the scrutineers will select the winner by lot.
 - c) If, in any round, there is a tie in the lowest number of votes received by two or more candidates, the scrutineers shall first open the Past Chair's sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the Past Chair's ballot from consideration in future rounds. If one candidate can still not be removed (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee's sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the senior Director appointee's ballot from



consideration in future rounds. If one candidate can still not be removed, the scrutineers will determine which of the tied candidates will be removed by lot.

- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.

6.9.5 Engineers Canada appointments to the CEAB

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

A. Responsibilities of the Director appointees

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

B. Authority of the Director appointees

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



C. Restrictions on the Director appointees

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



6 Engineers Canada Board committees and Task Forces

6.10 Canadian Engineering Qualifications Board (CEQB)

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

Review period: Annual

Date of latest amendment: May 28, 2021 (Motion 2021-05-5D)

Date last reviewed: May 28, 2021

6.10.1 Terms of reference

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

A. Purpose/products

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

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

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



B. Authority

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

C. Composition

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



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

D. Term limits

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



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

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

E. Planning

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

6.10.2 Role of the Chair of the CEQB

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

A. Responsibilities

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



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

B. Competencies

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

6.10.3 Process to appoint members to the CEQB

A. General requirements

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

B. Nominating Subcommittee

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

C. New appointments and vacancies

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



- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:
 - a) **Members from the regions**
 - i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
 - ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates whom they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
 - b) **Members-at-large**
 - i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
 - ii. Each Regulator shall be invited to submit the names of candidates they would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
 - iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other, relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
 - iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed, and those Regulators shall be asked to identify which of those candidates they would support for the position.



D. Vacancies

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

E. Re-appointments

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



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

6.10.4 Process to appoint members to the CEQB Executive Committee

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

A. Nominating

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

B. Elections

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



- (5) In the event only one candidate is nominated for the position of Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by secret ballot, indicating “yea” or “nay”.
- a) If the majority of the votes cast indicate “yea”, that candidate shall be declared elected.
 - b) In the event of a tie, the scrutineers shall open the Past Chair’s ballot and use the vote therein.
 - c) If the majority of votes indicate “nay,” the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
 - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
 - b) In the event of a tie, the scrutineers shall open the Past Chair’s second ballot and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, members will submit a ranked ballot (also known as a preferential ballot), ranking every candidate listed on the ballot in the matter instructed by the scrutineers. Ballots will be considered spoiled and discarded if they do not rank every candidate, do not rank candidates in sequential order, or duplicate rankings. ~~the~~ the senior Director appointee and the Past Chair of the CEQB shall each submit a second ranked ballot ~~cast a second vote for all but one of the candidates~~ and place their votes ~~ballot~~ in a sealed envelope; these ballots shall only be examined and considered if required, as specified below.
- a) If one candidate receives a majority (50% +1) of the first preference votes, that candidate shall be declared elected.
 - b) In the event no candidate ~~is elected on the first ballot~~ has a majority of the first preference votes, the candidate receiving the lowest number of votes in any particular round shall be removed from ~~the slate~~ consideration in future rounds and each ballot for that candidate will be reallocated to the highest ranked remaining candidate. This process will be repeated ~~new ballots will be successively presented~~ until one candidate receives a majority of the votes. If there are two candidates remaining and there is a tie, the scrutineers shall first open the Past Chair’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the Past Chair’s ballot. If there is still a tie (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the senior Director appointee’s ballot. If there is still a tie, the scrutineers will select the winner by lot.



- c) ~~In the event of~~ If, in any round, there is a tie in the lowest number of votes received by two or more candidates, ~~as determined by the scrutineers, such that one candidate cannot be dropped from the slate for the next round of balloting,~~ the scrutineers shall first open the Past Chair’s sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the Past Chair’s ballot from consideration in future rounds ~~use the votes therein~~. If one candidate can still not be removed ~~from the next round~~ (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee’s sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the senior Director appointee’s ballot from consideration in future rounds. If one candidate can still not be removed, the scrutineers will determine which of the tied candidates will be removed by lot. ~~use the votes therein. If it is still not possible to remove one candidate, the result will be declared deadlocked and one or more further rounds of voting with all remaining candidates on the ballot will take place until the deadlock is broken.~~
- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the Chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The Chair of the Nominating Committee will thereafter announce the successful candidate.
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6.10.5 Engineers Canada appointments to the CEQB

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

A. *Responsibilities of the Director appointees*

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- “hold itself, its Directors and its Direct Reports accountable”
 - “provide ongoing and appropriate strategic direction”
- (2) Director appointees shall attend all meetings of the CEQB.
- (3) Director appointees provide advice and guidance to the CEQB regarding the Strategic Plan, Engineers Canada Board policy, and direction.
- (4) Director appointees provide advice and guidance to the Engineers Canada Board on the work of the CEQB, and the performance of the Chair.
- (5) The senior Director appointee serves as the Chair of the Nominating Subcommittee.



B. Authority of the Director appointees

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

C. Restrictions on the Director appointees

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



6 Engineers Canada Board committees and Task Forces

6.10 Canadian Engineering Qualifications Board (CEQB)

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

Review period: Annual

Date of latest amendment: May 28, 2021 (Motion 2021-05-5D)

Date last reviewed: May 28, 2021

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 - d) Maintain internal procedures for work such as document development and maintenance, communications, consultations, etc.
- (2) The CEQB has no authority to:
 - a) Change Engineers Canada Board policies;
 - b) Enter into financial agreements; or,
 - c) Spend or commit organization funds, unless such funds are specifically allocated by the Engineers Canada Board.

C. Composition

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



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

D. Term limits

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



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

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

E. Planning

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

6.10.2 Role of the Chair of the CEQB

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

A. Responsibilities

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



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

B. Competencies

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

6.10.3 Process to appoint members to the CEQB

A. General requirements

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

B. Nominating Subcommittee

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

C. New appointments and vacancies

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



- (2) The Nominating Subcommittee shall contact the candidate to confirm their willingness to serve if they are appointed by the Engineers Canada Board.
- (3) The Nominating Subcommittee shall recommend the selected candidate to the Engineers Canada Board.
- (4) The Nominating Subcommittee shall contact all unsuccessful candidates to thank them for their expression of interest, explain the selection process, and indicate that their expression of interest shall be retained for consideration in case of any future vacancies.
- (5) In addition to these requirements, the Nominating Subcommittee shall complete the following steps for all types of nominations:
 - a) **Members from the regions**
 - i. Each Regulator in the region shall be provided with the desired profile of the candidate(s) being sought.
 - ii. Each Regulator within the region shall be asked to provide the names of up to three (3) candidates whom they would support for the position. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
 - b) **Members-at-large**
 - i. All of the Regulators shall be provided with the desired profile of the candidate(s) being sought.
 - ii. Each Regulator shall be invited to submit the names of candidates they would support for the position. The Regulators may submit as many names as they like. The Regulators shall be asked to indicate their preference, or the rank of all candidates, if desired. All information will be considered in confidence by the Nominating Subcommittee.
 - iii. The Nominating Subcommittee shall also prepare and publish a call for expressions of interest which shall be posted on Engineers Canada's website and in its newsletter, and distributed to other, relevant stakeholders, as identified by the Nominating Subcommittee. The call for expressions of interest shall include the desired profile of the candidates being sought.
 - iv. The names of all qualified candidates submitted to the Nominating Subcommittee by groups or individuals other than the Regulators shall be forwarded to all Regulators where the candidate is licensed, and those Regulators shall be asked to identify which of those candidates they would support for the position.



D. Vacancies

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

E. Re-appointments

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



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

6.10.4 Process to appoint members to the CEQB Executive Committee

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

A. Nominating

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

B. Elections

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



- (5) In the event only one candidate is nominated for the position of Vice-Chair, the Past Chair will cast a second ballot. The members shall vote and confirm their support for the candidate by secret ballot, indicating “yea” or “nay”.
- a) If the majority of the votes cast indicate “yea”, that candidate shall be declared elected.
 - b) In the event of a tie, the scrutineers shall open the Past Chair’s ballot and use the vote therein.
 - c) If the majority of votes indicate “nay,” the Nominating Subcommittee shall seek new candidates and a new vote shall be conducted. The unsuccessful candidate shall not be eligible to stand for election for this re-vote.
 - d) If no other candidate is willing to let their name stand, the matter shall be referred to the Engineers Canada Board who shall have the authority to appoint someone, or to take whatever other action that they see fit to resolve the matter.
- (6) In the event two candidates are nominated for Vice-Chair, the Past Chair will cast a second vote for one candidate.
- a) If one candidate receives a majority of the votes, that candidate shall be declared elected.
 - b) In the event of a tie, the scrutineers shall open the Past Chair’s second ballot and use the vote therein.
- (7) In the event of three or more candidates for Vice-Chair, members will submit a ranked ballot (also known as a preferential ballot), ranking every candidate listed on the ballot in the matter instructed by the scrutineers. Ballots will be considered spoiled and discarded if they do not rank every candidate, do not rank candidates in sequential order, or duplicate rankings. The senior Director appointee and the Past Chair of the CEQB shall each submit a second ranked ballot and place their ballot in a sealed envelope; these ballots shall only be examined and considered if required, as specified below.
- a) If one candidate receives a majority (50% +1) of the first preference votes, that candidate shall be declared elected.
 - b) In the event no candidate has a majority of the first preference votes, the candidate receiving the lowest number of votes in any particular round shall be removed from consideration in future rounds and each ballot for that candidate will be reallocated to the highest ranked remaining candidate. This process will be repeated until one candidate receives a majority of the votes. If there are two candidates remaining and there is a tie, the scrutineers shall first open the Past Chair’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the Past Chair’s ballot. If there is still a tie (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee’s sealed envelope and declare as the winner the remaining candidate who is higher ranked on the senior Director appointee’s ballot. If there is still a tie, the scrutineers will select the winner by lot.
 - c) If, in any round, there is a tie in the lowest number of votes received by two or more candidates, the scrutineers shall first open the Past Chair’s sealed envelope and, of the tied



candidates, remove the candidate with the lowest ranking on the Past Chair's ballot from consideration in future rounds. If one candidate can still not be removed (e.g. in the case of a spoiled ballot), the scrutineers shall open the senior Director appointee's sealed envelope and, of the tied candidates, remove the candidate with the lowest ranking on the senior Director appointee's ballot from consideration in future rounds. If one candidate can still not be removed, the scrutineers will determine which of the tied candidates will be removed by lot.

- (8) The scrutineers will report the name of the candidate who received the majority of the votes to the Chair of the Nominating Committee. The scrutineers will not report the vote totals or whether the sealed envelopes were used.
- (9) The Chair of the Nominating Committee will thereafter announce the successful candidate.
- (10) When the election is complete, the Chair of the Nominating Committee will request a motion to destroy any in-person ballots. This may not be necessary where electronic ballots are used.

6.10.5 Engineers Canada appointments to the CEQB

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

A. *Responsibilities of the Director appointees*

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

B. *Authority of the Director appointees*

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



C. Restrictions on the Director appointees

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



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: September 15, 2021

- (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 the president of the CFES, or the president's designate, to observe the meetings~~a representative to observe their meetings~~, requesting that they bring a report for the CEAB's consideration. The CFES observer shall be granted the right to be recognized as a speaker in the CEAB's open session, and aAll 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.



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 - 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

7.3 Board relationship with Engineering Deans Canada

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

Review period: Biennial

Date of latest amendment: December 13, 2021 (Motion 2021-12-5D) Date last reviewed: December 13, 2021

- (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 the chair of Engineering Deans Canada (EDC), or the EDC chair's designate, to observe a representative to Accreditation Board meetings and requesting that the Chair or a designate/legate, 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. Such observer shall be granted the right to be recognized as a speaker in the CEAB's open session;
 - 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

7.3 Board relationship with Engineering Deans Canada

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Review period: Biennial

Date of latest amendment: December 13, 2021 (Motion 2021-12-5D) Date last reviewed: December 13, 2021

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 - 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:
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 - 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.
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 - 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.

BRIEFING NOTE: For information

Board self-assessment report		4.3
Purpose:	To review the results of the 2022 Board self-assessment survey	
Link to the Strategic Plan / Purposes	Board responsibility: To hold itself, its Directors, and Direct Reports accountable Board responsibility: To provide continuing Board development to Directors	
Link to Corporate Risk Profile:	Governance functions	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	Jean Boudreau, Director from New Brunswick, Chair of the HR Committee	

Background

- The Board self-assessment is conducted annually to give Directors the opportunity to reflect on performance and potential improvements. These assessments also provide valuable information for the HR Committee, which is responsible to make recommendations to the Board regarding Director training and professional development.
- Engineers Canada's 2022 budget has already been set, with funds allocated for Board training and development, so any new Board-approved training/education would need to be planned and budgeted by staff for 2023.
- The HR Committee is charged with reviewing the results of the survey and determining if any action or improvements are necessary.
- Although this is the third year for this activity, comparison information is not available as the rating system has evolved:
 - Year 1 (2020): Directors were asked to measure the Board's level of skill in meeting the responsibilities.
 - Year 2 (2021): This exercise was merged with the governance effectiveness survey, and Directors were asked to measure if the responsibilities were being met.
 - Year 3 (2022): Directors were asked to measure the Board's effectiveness in meeting its responsibilities.
- The 2021-2022 HR Committee recommends that the 2022-2023 HR Committee maintains a similar rating system for the 2023 Board self-assessment survey, so that comparisons to the 2022 results can be made available for further analysis.

Status update

- This year's survey was distributed to all current Directors on February 28, with responses requested by March 14. 18 out of a possible 23 Directors completed the survey.
- The HR Committee met to discuss the results and the emerging opportunities on March 29. The Board self-assessment report is included as Appendix 1, as recommended by the 2021-2022 HR Committee.

Next steps

- The opportunities that have emerged through the analysis of the Board self-assessment survey encompass work that falls squarely within the mandate of the HR Committee. Some of the areas have already been discussed or considered by the 2021-2022 committee, and those that remain outstanding will be recommended for inclusion in the work plan for the 2022-2023 HR Committee.

Appendix

- **Appendix 1** – 2022 Board self-assessment report

2022 Board self-assessment report

1. Executive Summary

The 2022 Board self-assessment results demonstrate that the Board generally considers itself effective in fulfilling each of its responsibilities, with the following three (3) general areas emerging as potential opportunities or areas that could be improved:

- a) Reconsidering the measurement of Director competencies;
- b) Investigating options to allocate a budget for general, individualized, Director development; and
- c) Considering enhancements to the Board buddy program.

Each of these areas fall within the HR Committee’s mandate and are either currently being considered by the committee or will be recommended to next year’s committee for its consideration. Full details can be found in section 5 of this report.

2. Introduction

The Board measures its performance annually through the self-assessment survey, which is an important step in the Board’s efforts to hold itself accountable. The self-assessment survey was developed using Board policies 4.1, *Board Responsibilities*, and 4.2, *Board Self-Assessment*, and the content of the survey was approved by the Board at its meeting in February 2022.

The HR Committee, as part of their responsibility to provide oversight on Director development and onboarding, is tasked with reviewing the results of the Board self-assessment survey to determine if there are any trends or findings that warrant attention or follow-up.

3. Findings

18 of 23 Directors (78%) completed the 2022 Board self-assessment survey. Respondents were asked to measure the Board’s effectiveness in fulfilling its seven (7) Board responsibilities, as articulated in Board policy 4.1, *Board Responsibilities*. The following is a summary of the results, with associated comments:

Board responsibility #1: The Board is effective in holding itself, and its Direct Reports accountable

Body/person held accountable	Strongly agree/agree that the Board is effective in this area	Neither agree nor disagree that the Board is effective in this area	Disagree/strongly disagree that the Board is effective in this area
Board as a whole	78%	22%	0%
Individual Directors	72%	28%	0%
Committee chairs	69%	31%	0%
The CEO	89%	11%	0%

Comments:

- Three (3) respondents indicated the Director competency profiles may not be delivering intended results given that the Regulators nominate the Directors and may or may not reference the competencies required when making their selections. Many Regulators select individuals based on their interest in participating, or as a result of council elections.
- Two (2) respondents noted they have not witnessed the chair assessment process due to limited time on the Board.

Board responsibility #2: The Board sustains an effective process to engage with Regulators through regular communication that facilitates input, evaluation, and feedback

- 76% of respondents strongly agreed or agreed that the Board is effective in carrying out this responsibility.
- 24% of respondents neither agreed nor disagreed that the Board is effective in carrying out this responsibility.
- 0% of respondents disagreed or strongly disagreed that the Board is effective in carrying out this responsibility.

Comments:

- Four (4) comments focused on the volume of communication. While survey respondents understand the importance of collecting Regulator perspectives, there is a concern that too many consultations can overwhelm the Regulators, and more efficiency in this area should be considered.
- Two (2) first-year Directors were not ready to comment in this area.

Board responsibility #3: The Board provides ongoing, appropriate strategic direction by:

	Strongly agree/agree that the Board is effective in this area	Neither agree nor disagree that the Board is effective in this area	Disagree/strongly disagree that the Board is effective in this area
Developing a strategic plan	94%	6%	0%
Ensuring annual operating plan and budget are developed	94%	6%	0%
Ensuring continuous improvement by tracking performance against the strategic plan objectives	88%	6%	6%
Ensuring continuous improvement by tracking performance against the operational plans	89%	11%	0%

Comments:

- One (1) respondent commended the current reporting as complete and easy to follow.
- One (1) respondent commented that the Board is failing to address the increasing unrestricted reserve, aside from decreasing the Per Capita Assessment Fee.
- One (1) respondent noted that while the strategic reporting metrics have been discussed for improvement, the reporting has not yet been improved as requested.

Board responsibility #4: The Board ensures an effective process for the development and periodic review of Board policies

- 89% of respondents strongly agreed or agreed that the Board is effective in carrying out this responsibility.
- 11% of respondents neither agreed nor disagreed that the Board is effective in carrying out this responsibility.
- 0% of respondents disagreed or strongly disagreed that the Board is effective in carrying out this responsibility.

Comments:

- Two (2) respondents commented that the Governance Committee maintains the policy manual and follows the schedule well.

Board responsibility #5: The Board ensures 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

- 78% of respondents strongly agreed or agreed that the Board is effective in carrying out this responsibility.
- 22% of respondents neither agreed nor disagreed that the Board is effective in carrying out this responsibility.
- 0% of respondents disagreed or strongly disagreed that the Board is effective in carrying out this responsibility

Comments:

- One (1) respondent noted the significant discussions and improvements in this area over the last few years with work done by staff in responding to input from the Board.
- One (1) respondent commented that they do not yet have knowledge of the risk management process.

Board responsibility #6: Provide timely and efficient orientation and relevant and appropriate continuous development for Directors and others working close with the Board

	Strongly agree/agree that the Board is effective in this area	Neither agree nor disagree that the Board is effective in this area	Disagree/strongly disagree that the Board is effective in this area
Timely and efficient orientation	100%	0%	0%
Relevant and appropriate continuous development	83%	17%	0%

Comments:

- Two (2) respondents commended the onboarding, EDI, 4 Seasons, and governance training provided.
- One (1) respondent further suggested that new Directors may benefit from a tutorial on the strategic priorities.
- One (1) respondent suggested that an annual budget be set for continuous Director education, so that Directors can access training to specifically meet their needs in terms of their roles and level of experience.

Board responsibility #7: The Board maintains an open relationship with key stakeholder organizations

	Strongly agree/agree that the Board is effective in this area	Neither agree nor disagree that the Board is effective in this area	Disagree/strongly disagree that the Board is effective in this area
The Canadian Federation of Engineering Students (CFES)	67%	33%	0%
Engineering Deans Canada (EDC)	55%	39%	6%

Comments:

- Three (3) comments were focused on the relationship with EDC and that it needs to improve. One (1) of these comments suggested that the EDC should be provided with more opportunities to communicate with the CEAB.

Director development

In addition to evaluating the Board's effectiveness in fulfilling its Board responsibilities, Directors were asked to rate their level of satisfaction with the current development opportunities. The following responses were captured:

Opportunity	# of respondents who provided a rating	Average score
4 Seasons of Reconciliation online training (ongoing access)	16	5/5
Canadian Nonprofit Academy's Board-on-Board online course (ongoing access)	12	4/5
Unconscious bias workshop, delivered by Catalyst in June 2021	13	4/5
Virtual facilitation training, delivered by Facilitation First to 2021-2022	8	4/5
Board buddy list, provided to new Directors during orientation	8	3.5/5

Comments:

- One (1) respondent noted that the open discussion during the Catalyst training was poorly facilitated.
- Regarding Board buddies, one (1) respondent suggested that the Directors volunteering to be buddies could directly email the new Directors, and one (1) suggested that simply circulating a list is not enough, and that perhaps this is a challenge of working in the virtual environment.
- One (1) respondent noted that virtual training is not their preferred method to receive Board training.
- One (1) respondent noted that it would be helpful to have guidance with regards to the most critical training and supports to access during onboarding.

Directors were also asked to identify two to three (2-3) areas of personal Director development that would help to improve their contributions to Board work. The following areas were suggested most frequently:

- Financial planning, oversight, understanding statements (7 requests)
- Understanding the work of Engineers Canada's Board committees and task forces (6 requests)
- Chairing/leading boards and committee meetings (4 requests)
- Governance (4 requests)
- Equity, diversity, and inclusion training, including unconscious bias (4 requests)

General "Board effectiveness" feedback

The final section of the Board self-assessment survey solicited open feedback regarding the Board's effectiveness. The following comments were received:

- One (1) respondent recommended that based on experience, hybrid meetings should not be considered for a normal occurrence and only used in special circumstances.
- One (1) respondent commented that Board meetings are long, and time is spent presenting reports that should instead be read in advance.
- One (1) respondent noted that it is unclear as to whether the Board fully understands their responsibilities with regards to meeting legal, financial, and employer obligations, given not enough questions are asked in these areas.

4. Responding to survey feedback

It is worth noting that much of the feedback received in the survey has already been addressed or will be addressed by staff, the Board and/or its committees in the upcoming year, as follows:

- Improvements to the **strategic performance reporting** were overseen by the Governance Committee, and this project has been underway since the issue was first raised in February 2020. A new report template was approved by the Governance Committee at their meeting in March 2021, and the first report for the 2022-2025 Strategic Plan using the new template will be presented to the Board in May 2022.
- Since the completion of the Governance, Strategic Planning and Consultation (GSPC) project in 2018, the **consultation program** has been carefully developed and implemented. Stakeholders (Regulator CEOs and staff, Presidents, the Board, EDC and CFES) are made aware of consultations one (1) year in advance, and the consultation website streamlines the access for Regulators looking to contribute. Consultation volume is difficult to reduce, and Engineers Canada staff are aware of the issue and are careful not to consult unless necessary. One example of this is the CEQB and CEAB projects around entry to practice; since the topic areas were similar, consultation feedback was collected simultaneously so as not to overwhelm Regulators with two collection periods. Moreover, while stakeholders are provided the opportunity to respond to all consultations, there is no obligation to do so.
- Regarding the **relationship with EDC**, the Board receives an annual update (provided at the May Board meeting) on how the CEAB is working to address the concerns that EDC has raised over the years. At the same meeting, EDC is also invited to provide an update to the Engineers Canada Board. Additionally, at its meeting in February 2022, the Board directed the Governance Committee to revise Board policy 6.9, *CEAB*, so that one EDC representative and one CFES representative are given speaking rights at CEAB meetings, while maintaining their status as observers. The Governance Committee has actioned this direction, and the revised policy will be recommended to the Board for approval in May. In addition to speaking rights, Board policies 7.2 and 7.3, which set out the relationship between Engineers Canada and the EDC and CFES, respectively, include provisions that the EDC and CFES representatives have their expenses paid by Engineers Canada to facilitate their participation in the Engineers Canada Board and CEAB meetings.
- During the 2022 budget discussions, the Board was advised that Engineers Canada intends to avoid holding **hybrid meetings**, to the extent possible, since it results in higher meeting costs and a different experience for Directors. As a result, Engineers Canada has budgeted its meetings only as fully virtual (for its April and December meetings) or fully in-person (for all other Board events). With COVID still present in our communities and some Board members unable or unwilling to travel, however, hybrid meetings are being considered, temporarily and in the short-term, as a way to accommodate all Directors.
- Concerning the work of **Engineers Canada's committees and task forces**, Directors have several resources available to assist in furthering their understanding of the various groups, including:
 - Directors are encouraged to observe the work of the various committees. This includes the CEAB and CEQB meetings.
 - The onboarding sessions delivered to new Directors provide an overview of the various groups. These sessions are recorded annually and made available to all Directors in the Board-on-Board virtual program, to be accessed on demand.
 - The Board Policy Manual is an additional resource that outlines the responsibilities of each committee and task force.
 - Committee work plans are approved annually by the Board, and chairs provide progress updates at each Board meeting. Summary reports of how the committees and task forces are meeting their responsibilities are provided annually at the May Board meeting.
 - Directors are further encouraged to reach out to Engineers Canada staff at any time with questions they may have.
- Finally, new Directors are provided with an overview of the **Strategic Plan** at their onboarding session, and a copy of the previous and current Strategic Plan are always linked in Board meeting agendas. They are also available on Engineers Canada's public website and included in the Resources section of

OnBoard, the new Board management software. Directors who would like to access more in-depth information are always encouraged to communicate with Engineers Canada staff for more support. It is recommended that these mechanisms remain as the primary source of the strategic priority information, since feedback received over the years from new Directors has suggested that the volume of information received during onboarding is already very significant.

5. Emerging opportunities

Following analysis of the survey results, the following three areas emerged as possible opportunities for improvement or reconsideration. Implementation of each of the improvements are within the responsibility of the HR Committee, as noted below:

a) Director competency measurement

Currently, Directors are asked to provide a self-evaluation of their skills and competencies at the same time as they assess the effectiveness of the Board's performance. However, since Directors are nominated by the Regulators, the information is not used as intended. When asked to nominate Directors, Regulators are provided with the Director competency profile, but no information on existing gaps is provided (or available, at the time when nominees are requested). If Engineers Canada were recruiting new Directors based on gaps realized through this evaluation, measuring skills and competencies would be merited.

Additionally, the HR Committee considers a Director's declared interest in serving on specific committees when assigning roles each year, and attempts are made to place individuals within their top two (2) choices. The self-evaluation of skills and competencies is not considered during this activity.

Further, self-measurement of competencies does not necessarily demonstrate reality. For example, if a Director declares they have significant experience in accounting and finances, but they do not have any formal education in this area, their level of experience could be debated.

Opportunity: *The HR Committee could consider whether self-measurement of Director competencies is necessary when it confirms the 2023 Director assessments in late 2022.*

b) Director development

The HR Committee should continue with the planned Director development initiatives for 2022 (4 Seasons of Reconciliation education; Canadian NonProfit Academy's Board-on-Board course; Annual EDI workshop; Facilitation training for incoming chairs), as they meet the areas of focus brought forward by Directors. Additional opportunities to be considered for delivery during 2022-2023 that would not result in additional budget requirements are:

- Re-engaging KPMG to present the "introductory finance" presentation, open to all Directors. This session was well received when it was delivered during the 2021 fall meetings. It provided Directors with foundational knowledge specifically catered to Engineers Canada's financial situation prior to the budget review at the Board meeting.
- Opening the chair facilitation training opportunity to Directors who may not yet be holding a leadership position but may be interested in doing so in a future year. Participation for this session is capped at 16 individuals and would be made available to Directors on a first-come first-serve basis.
- Engaging the Board-on-Board program founder for an in-person session in October 2022. When the virtual Board-on-Board program was first selected by the HR Committee, the initial proposal included in-person sessions with Christina Becker to ensure that different learning-style preferences were considered. The original sessions were to take place at the winter and fall meetings in 2021, however due to COVID and the pivot to virtual meetings, the decision was made to postpone the sessions until the Board could meet safely in person. This activity would cover similar material to the Board-on-Board program and can be catered to meet the focus areas that were suggested.

Opportunity: *The HR Committee could consider implementing a budget envelope for 2023, open to any Directors wishing to access opportunities outside those provided to the Board as a whole. Funding would be available upon request, to a maximum set by the HR Committee (and subsequently approved by the Board). This option could be considered when the HR Committee discusses the budget and Director development at its meeting in May 2022.*

c) Board buddy mentorship

Survey responses indicated that some new Directors who received the Board buddy list would have preferred a more proactive approach from the senior Directors. Based on this feedback, it is recommended that the program continue, but with more active engagement. This could be achieved, for example, by asking those who volunteer as Board buddies to specifically reach out to new Directors to welcome them in advance of the in-person meetings in May, so there is a “known face” on site.

Opportunity: *This was discussed by the HR Committee at their meeting in March 2022, when they reviewed the new Director orientation program. The 2021-2022 HR Committee agreed to implement this recommendation, with returning Director volunteers being invited to reach out to incoming Directors in advance of the 2022 spring meetings.*

6. Next steps

The opportunities that have emerged through the analysis of the Board self-assessment survey encompass work that falls squarely within the mandate of the HR Committee. Some of the areas have already been discussed or considered by the 2021-2022 committee, and those that remain outstanding will be recommended for inclusion in the work plan for the 2022-2023 HR Committee.

BRIEFING NOTE: For information

CEAB annual report and update on EDC concerns		5.1
Purpose:	To update the Board on the status of the work of the CEAB	
Link to the Strategic Plan / Purposes:	Operational Imperative 1: Accrediting undergraduate engineering programs Operational Imperative 7: International mobility 2019-2021 strategic priority 2: Accountability in accreditation	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Mya Warken, Manager, Accreditation, and CEAB Secretary	
Presented by:	Pierre G. Lafleur, Chair, CEAB	

Background

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

Work plan status update

- The CEAB is reporting on the delivery of its 2021 work plan and the first six months of its 2022 work plan:

Ongoing work of accreditation

- At their June 2021 meeting, the CEAB made accreditation decisions regarding four programs at four institutions. *Note:* The number of decisions made at this meeting is lower than usual because the CEAB [deferred the 2020/2021 accreditation visit cycle and granted one-year accreditation cycle extensions to all programs](#). Visits to new programs (those graduating their first cohort of students in 2021) went ahead in a virtual format.
- Due to pandemic-related restrictions, the 2021/2022 visit cycle was conducted virtually. 71 programs at 17 institutions hosted virtual visit teams (129 volunteers in total). The CEAB will meet June 3-5, 2022 to make accreditation decisions for all but two visits (the accreditation decision for one visit was made in February 2022 and another will be made in September 2022 due to the timing of the first graduates from new programs at these two institutions).
- To prepare stakeholders for the virtual visit environment, the CEAB produced the [Guide to Virtual Evaluation of an Engineering Program](#), outlining the expectations for virtual visits. Training was provided, offering virtual facilitation training for all visiting team chairs, webinars for Higher Education Institutions (HEIs) and visiting team members, and monthly virtual drop-in sessions for visiting team chairs to share their experiences and lessons learned.
- The dedication of all involved to collaborate, innovate, and problem solve together in the face of a pandemic is a significant achievement in the history of our accreditation system.
- Planning for the 2022/2023 visit cycle is underway where 25 institutions (79 programs) will host in-person visiting teams across the country, with contingency plans in place should health directives require a change in visit modality. The 2022/2023 visit cycle will be the largest in the CEAB's history.
- CEAB members regularly share information about CEAB activities to the Regulator councils, to the CEO Group, to the National Admissions Officials Group, to the CEQB, to the [Canadian Federation of Engineering Students \(CFES\)](#), and to [Engineering Deans Canada \(EDC\)](#).

- The CEAB has continued to have a presence at the regional Graduate Attribute/Continual Improvement meetings organized by institutions across the country.
- In June 2021, the CEAB hosted an accreditation workshop at the [Canadian Engineering Education Association's \(CEEA\)](#) annual conference. Preparations are underway to host a workshop again at the June 2022 meeting.
- Highlights of these events and activities are regularly shared in the Engineers Canada CEO weekly updates to Engineers Canada Directors and Regulator CEOs, and in the monthly *Accreditation Matters* newsletter.

International monitoring

- The CEAB Chair took part in the (virtual) [International Engineering Alliance \(IEA\)](#) meetings in June 2021. The Chair and Vice Chair will also take part in the (virtual) 2022 IEA meetings in June and July, as part of the Engineers Canada delegation.
- Engineers Canada's [Washington Accord](#) monitoring visit was held in Fall 2021. As part of this process, a self-study report was submitted, and we hosted an international review team drawn from the United Kingdom, Turkey, and Japan who observed virtual CEAB accreditation visits to the University of Ottawa (November 7-9) and Université de Moncton (November 14-16). The review team will also observe the June 2022 CEAB decision meeting. The review team's findings and subsequent recommendation on our signatory status will be presented to other signatories at the 2022 IEA meetings.

Criteria and procedures

In addition to its operational work to accredit undergraduate engineering programs, the CEAB made significant progress on a number of work plan items:

- Revised the [definition of engineering design and interpretive statement](#) to improve consistency of the application of accreditation criteria. This work included a 2020 consultation with external stakeholders, concluding in the Engineers Canada Board approving the definition and its application to accreditation criteria in October 2021. This change will be implemented in the 2023/2024 visit cycle.
- Amended the *Interpretive Statement on Licensure Expectations and Requirements* to provide more flexibility in curriculum and ensure the Interpretive Statement reflects modern pedagogical practices when counting Accreditation Units. This work was undertaken in partnership with Engineering Deans Canada's Deans' Liaison Committee and informed by feedback from the [2020 consultation](#). The revised Interpretive Statement was approved by the CEAB in June 2021 for implementation in the 2022/2023 visit cycle.
- Consulted on the [Required Visit Materials Working Group Report](#) which proposed changes to the materials programs seeking accreditation submit to visiting teams for review. This work establishes a consistent set of required materials for CEAB visits based on best practices of audits while balancing the needs of CEAB visiting teams with the resource concerns expressed by HEIs. Maintaining the rigor of the accreditation system expected by the Regulators was central in this work. The revised requirements were approved by the CEAB at their September 2021 meeting for implementation in the 2023/2024 visit cycle.
- The CEAB Task Force to Respond to the Engineers Canada "30 by 30" Initiative was struck to explore ways in which Engineers Canada's accreditation process can support the 30 by 30 initiative, as directed by the Board. The [Task Force's report](#) was accepted by the CEAB in June and consultation will begin May 2022.
- The CEAB working group to review the Policies and Procedures Committee's Terms of Reference was struck to address the 2018 Engineers Canada Nominations Task Force recommendations. The group is considering the composition and representation requirements, the transparency of the process for member selection, and the authority and accountability of the committee. The CEAB will consider the updated Terms of Reference for approval at their April 13, 2022 web meeting.

- The pandemic has necessitated the CEAB to look at the utility of the Accreditation Unit as curriculum content measurement. The AU relies on ‘contact time’ between the student and faculty. The pandemic has shifted the educational delivery methods and as a result, the concept of ‘contact time’ is difficult to reconcile and the AU may not be the best input measurement tool. The Policies and Procedures Committee began its work on examining the issue in 2021 and work will continue into 2022.

Accountability in Accreditation

The CEAB published its first [Accountability in Accreditation report](#) in 2021. The report is informed by feedback that was collected from Regulators, general visitors, program visitors, visiting team chairs and vice-chairs, Engineers Canada Staff, deans, designated officials or program accreditation leads that received CEAB decisions in 2020 or hosted visits in the 2020/2021 accreditation cycle, as well as student leadership at HEIs that were visited in 2020/2021. In its report, the Accountability in Accreditation Committee makes several recommendations to the CEAB, the Policies and Procedures Committee, and the CEAB Secretariat regarding communication and training needs, messaging for accreditation system stakeholders to clarify intents and purposes, and workflow and scheduling of CEAB products and processes. The CEAB’s Policies and Procedures Committee and CEAB Secretariat have evaluated the recommendations and have incorporated some recommendations into their 2022 workplans.

Data collection for the next measurement cycle is underway and the next Accountability in Accreditation report will be published in the Fall of 2022.

Engineering Deans Canada (EDC)

- At the request of the Board, a status update on the work related to the concerns expressed by EDC to the CEAB is provided as a presentation to the Board, at minimum, annually – see section 5.1 of the Board report slides.
- The CEAB has been invited to and has participated in the bi-annual meetings of the EDC and has likewise received presentations from EDC representatives at each of its three (3) meetings over the past year.
- EDC was invited to participate in all CEAB-led consultations over the past 12 months.
- The CEAB’s Policies and Procedures Committee and EDC’s Deans’ Liaison Committee are trying a new format for their joint meetings. Rather than a simple reporting on each groups’ activities as has been the norm in the past, a workshop format is being piloted. Either group can suggest and lead a discussion on a specific topic. The purpose is to work collaboratively on issues of importance for both groups with the goals of receiving feedback and/or developing next steps. The October 2021 joint meeting was the first such workshop (on input measurements) and both groups found it effective. Meeting agendas still allow time for each group to update the other on recent work/issues in addition to the workshop time.
- The CEAB chair is invited to and participates in CEO Group meetings with the EDC.

Canadian Federation of Engineering Students (CFES)

- The CEAB has invited a CFES representative to present at and observe each of its three (3) meetings of the past year. Thanks to the virtual nature of these meetings, additional CFES representatives have also regularly observed these meetings.
- The CEAB attended and presented an update at the 2021 and 2022 Canadian Engineering Leadership Conference (CELC).
- CFES was invited to participate in all CEAB-led consultations over the past 12 months.

Next steps

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

Appendix

- None.

BRIEFING NOTE: For information

CEQB annual report	5.2
Purpose:	To update the Board on the status of the work of the CEQB
Link to the Strategic Plan / 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 functions
Prepared by:	Ryan Melsom, Manager, Qualifications, and Secretary, CEQB
Presented by:	Frank George, Chair, CEQB

Background

- The Canadian Engineering Qualifications Board (CEQB) is responsible for providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada. To deliver on its mandate, CEQB develops and maintains Regulator and public guidelines, papers, and syllabi.

Work plan status update

The CEQB is reporting on the delivery of its 2021 work plan and the first six months of its 2022 work plan priorities:

Completed work

- As of April 2022, the following items have been completed:
 - New Aerospace/aeronautical engineering syllabus
 - Revised Materials engineering syllabus
 - Revised Software engineering syllabus

In-progress priorities

- The following items are carried forward from 2021 or are new 2022 priorities (as indicated). All are currently in- progress:
 - Reviewing the [2016 Engineers Canada paper on software engineering](#) [2021]
 - Creating a new Public guideline for engineers and engineering firms on workplace gender equity [2021]
 - Creating a new Public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement [2021]
 - Conducting a Feasibility study to identify alternative academic assessments for non-CEAB applicants [2021]
 - Reviewing the [2004 Agricultural/biosystems/bioresource/food engineering syllabus](#) [2021]
 - Creating a new Public guideline on duty to report / wrongdoing [2022]
 - Creating a new Public guideline on fitness to practice [2022]
 - Reviewing the [2013 Public guideline on good character](#) [2022]
 - Reviewing the [2014 Public guideline on conflict of interest](#) [2022]
 - Reviewing the [2016 Public guideline on the code of ethics](#) [2022]
 - Reviewing the [2011 Complementary studies syllabus](#) [2022]
 - Reviewing the [2016 Chemical engineering syllabus](#) [2022]
 - Reviewing the [2016 Electrical engineering syllabus](#) [2022]

- Reviewing the [2016 Mechanical engineering syllabus](#) [2022]
- Reviewing the [2016 Mechatronics engineering syllabus](#) [2022]

Deferred/discontinued work

- The following items from the 2022 work plan have been deferred or discontinued due to resource constraints, and will be considered under future workplans:
 - 2008 Step-by-step guide for the preparation and implementation of an individual continuing professional development plan
 - 2012 Public guideline on the practice of engineering in Canada
 - 2013 Public guideline on the professional practice examination
 - 2014 Regulators guideline: Principles for character investigations
 - 2016 Public guideline on assuming responsibility for the work of engineers-in-training
 - 2016 Public guideline on sustainable development and environmental stewardship for professional engineers
 - 2016 Regulators guideline on returning to active practice
 - 2007 Building engineering syllabus
 - 2016 Naval Architectural engineering syllabus

Consultations

- Regulator consultations for the 2023 work plan priorities are underway. The CEQB sent the proposed 2023 priorities to the National Admissions Officials Group for consultation at their April meeting. Other officials' groups will be consulted on these priorities by mid-June. Afterwards, the CEQB Executive will consolidate received feedback, and provide revised priorities to the CEO Group for consultation in July. Finally, the CEQB will vote on recommending priorities to the Board for information in October and for final approval in December.

Next steps

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

Appendix

- None.

BRIEFING NOTE: For information

FAR Committee annual report		5.3
Purpose:	To provide an update on the 2021-2022 work of the Finance, Audit, and Risk (FAR) Committee	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, and its Direct Reports accountable Board responsibility: Ensure the CEO maintains and acts on a robust and effective risk management system which reflects the Board’s risk tolerance level and directs Board-approved mitigation strategies	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	Nancy Hill, Director from Ontario, Chair of the FAR Committee	

Background

- During the 2021-2022 committee year, the FAR Committee completed all work identified in its 2021-2022 work plan.

Status update

Decision date	Work plan item	Status
June 14, 2021 (Committee)	<ul style="list-style-type: none"> • Appointment of committee chair • Approval of the committee work plan 	• Complete
August 13, 2021 (Committee)	<ul style="list-style-type: none"> • Review draft budget (includes recommendation for setting the Per Capita Assessment Fee) 	• Complete
October 1, 2021 (Board)	<ul style="list-style-type: none"> • Approval of the committee work plan • Review of the draft budget and recommended Per Capita Assessment Fee 	• Complete
October 21, 2021 (Committee)	<ul style="list-style-type: none"> • Review final budget (includes recommendation for setting the Per Capita Assessment Fee) • Receive CEO semi-annual update on whistleblower reports 	• Complete
December 13, 2021 (Board)	<ul style="list-style-type: none"> • Approval of the 2021 budget and recommended 2023 Per Capita Assessment Fee 	• Complete
December 14, 2021 (Committee)	<ul style="list-style-type: none"> • Review audit plan 	• Complete
February 24, 2022 (Committee)	<ul style="list-style-type: none"> • Review Corporate Risk Profile 	• Complete
March 16, 2022 (Committee)	<ul style="list-style-type: none"> • Recommend approval of audited financial statements and confirm recommendation to Members to re-appoint auditors • Review finance-related operational policies • Review long-term procurement contracts • Review budget envelope process proposal 	• Complete
April 6, 2022 (Board)	<ul style="list-style-type: none"> • Approval of the 2021 audited financial statements • Receive presentation of the Corporate Risk Profile 	• Complete
May 27, 2022 (Board)	<ul style="list-style-type: none"> • Approval of budget assumptions approval process 	• Recommendation provided

Decision date	Work plan item	Status
n/a (ongoing)	<ul style="list-style-type: none"> • Review of quarterly financial statements and investment performance reports • Review Board and operational risk registers 	<ul style="list-style-type: none"> • Ongoing

Next steps

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

Appendix

- None.

BRIEFING NOTE: For information

Governance Committee annual report		5.4
Purpose:	To provide an update on the 2021-2022 work of the Governance Committee	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, and its Direct Reports accountable Board responsibility: Ensure the development and periodic review of Board	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary	
Presented by:	Mike Wrinch, Director from British Columbia, Chair of the Governance Committee	

Background

- During the 2021-2022 committee year, the Governance Committee fulfilled its responsibilities as assigned in Board policy 6.8, *Governance Committee Terms of Reference*.

Status update

Decision date	Work plan item	Status
June 14, 2021 (Committee)	<ul style="list-style-type: none"> • Appointment of committee chair • Approval of the committee work plan • Review 2021-2022 policy review schedule • Conduct round 1 policy reviews 	• Complete
September 15, 2021 (Committee)	<ul style="list-style-type: none"> • Conduct round 2 policy reviews • Review of Collaboration Task Force terms of reference 	• Complete
October 1, 2021 (Board)	<ul style="list-style-type: none"> • Approval of the committee work plan • Approval of round 1 policy reviews 	• Complete
November 17, 2021 (Committee)	<ul style="list-style-type: none"> • Conduct round 3 policy reviews • Consider Bylaw amendment • Review of Strategic Planning Task Force Terms of Reference • Oversight of committee's portion of the strategic performance reporting on (former) Board Responsibility 4 • Receive presentation on proposed solution and implementation plan for new Board management software 	• Complete
December 13, 2021 (Board)	<ul style="list-style-type: none"> • Approval of round 2 policy reviews • Approval of vaccination policy and meeting guideline • Receive presentation on new Board management software 	• Complete
December 16, 2021 (Committee)	<ul style="list-style-type: none"> • Reconsideration of Collaboration Task Force terms of reference 	• Complete
February 25, 2022 (Board)	<ul style="list-style-type: none"> • Approval of round 3 policy reviews • Approval of Strategic Planning Task Force terms of reference • Approval of Collaboration Task Force terms of reference • Approval of Bylaw recommendation to Members 	• Complete

Decision date	Work plan item	Status
March 14, 2022 (Committee)	<ul style="list-style-type: none"> • Conduct round 4 policy reviews • Receive staff presentation on proposed approach to operational reporting to the Board under the new Strategic Plan • Confirm final report for 2021-2022 committee contributions, including recommended additions for the 2022-2023 Governance Committee work plan 	<ul style="list-style-type: none"> • Complete
May 27, 2022 (Board)	<ul style="list-style-type: none"> • Approval of round 4 policy reviews 	<ul style="list-style-type: none"> • Recommendation provided

Next steps

- The committee considered the projected workload over the next committee year and recommends that the composition remain at four (4) members.
- In addition to its ongoing work to develop and review Board policies and enhance Board effectiveness, the committee recommends that next year's committee:
 - Evaluate the value and effectiveness of the new Board management software (questions to be developed and incorporated within the annual Board assessment survey);
 - Monitor the landscape to determine whether and when to review, revise, or rescind the Board's Vaccination Policy for In-Person Meetings; and,
 - Consider the development of new Board documents (e.g. instructions to Board members setting out expectations around the destruction of annotations and meeting notes, and the use of unique security passwords).
- Once the 2022-2023 Governance Committee is constituted and approved by the Board at its June meeting, it will take the above recommendations under advisement and determine what work is to be included in its work plan.

Appendix

- None.

BRIEFING NOTE: For information

HR Committee annual report		5.5
Purpose:	To provide an update on the 2021-2022 work of the Human Resources (HR) Committee	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, and its Direct Reports accountable	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	Jean Boudreau, Director from New Brunswick, Chair of the HR Committee	

Background

- During the 2021-2022 committee year, the HR Committee fulfilled its responsibilities as assigned in Board policy 6.12, *Human Resources Terms of Reference*.

Status update

Decision date	Work plan items	Status
May 29, 2021 (Committee)	<ul style="list-style-type: none"> • Nomination of Directors to committees and other roles, and recommend chairs • Approval of the committee work plan • Oversight of Director development with budget considerations 	<ul style="list-style-type: none"> • Complete
June 14, 2021 (Board)	<ul style="list-style-type: none"> • Approval of Director role appointments 	<ul style="list-style-type: none"> • Complete
October 1, 2021 (Board)	<ul style="list-style-type: none"> • Approval of the committee work plan 	<ul style="list-style-type: none"> • Complete
October 5, 2021 (Committee)	<ul style="list-style-type: none"> • Confirmation of structure and content of chair assessment questionnaire • Establish timelines and determine interviewees for informal CEO assessment, and consider securing support from external consultant • Confirmation of succession plans for the CEO and direct reports to the CEO • Receive for-information progress update on: <ul style="list-style-type: none"> a) staff-led employee engagement work plans b) Volunteer Management Program project • Provide input for Board policy 6.2, <i>Board, Committee, and Task Force Chair Assessment</i>, upon request from Governance Committee 	<ul style="list-style-type: none"> • Complete
December 13, 2021 (Board)	<ul style="list-style-type: none"> • Approval of structure and content of the chair assessments • Oversight of Director development: funds allocated in 2022 budget 	<ul style="list-style-type: none"> • Complete

Decision date	Work plan items	Status
December 14, 2021 (Committee)	<ul style="list-style-type: none"> • Confirmation of CEO objectives for 2022 • Confirmation of structure and content of the Board self-assessment survey and the Director self- and peer-assessment surveys • Oversight of committee's portion of the strategic performance reporting on (former) Board responsibilities 1 and 6 • Receive presentation from CEO on accomplishment of 2021 CEO objectives • Review results of informal CEO assessment 	<ul style="list-style-type: none"> • Complete
February 25, 2022 (Board)	<ul style="list-style-type: none"> • Approval of CEO objectives for 2022 • Approval of structure and content of the Board self-assessment and the Director self- and peer-assessments • Approval of recommendations for CEO assessment 	<ul style="list-style-type: none"> • Complete
March 29, 2022 (Committee)	<ul style="list-style-type: none"> • Nomination of Directors to the 2022-2023 HR Committee • Review Board self-assessment report • Review of Director orientation program • Review final report for 2021-2022 committee contributions, including recommended additions for the 2022-2023 HR Committee work plan 	<ul style="list-style-type: none"> • Complete
May 27, 2022 (Board)	<ul style="list-style-type: none"> • Approval of Director appointments to the 2022-2023 HR Committee • Receive the Board self-assessment report 	<ul style="list-style-type: none"> • Recommendation provided • Report provided

Next steps

- The 2021-2022 HR Committee recommends that with the anticipated workload over the coming year, the committee composition should remain as it is now, with six (6) members total. This takes into consideration that the 2022-2023 HR Committee will, in addition to its regular assignments, have responsibility to:
 - Make recommendations on the Collaboration Task Force and the Strategic Planning Task Force membership, for Board approval in June, 2022.
 - Review the results of the triennial employee engagement survey, scheduled for the fall of 2022. The HR Committee is responsible for reviewing the results as per Board policy 6.12, *Human Resources Terms of Reference*.
- The committee recommends that, in addition to the work it is mandated to complete under its terms of reference, next year's committee take into consideration the following:
 - HR Committee budget:
 - Determine whether to continue using an external consultant for the informal CEO assessment and ensure sufficient funds are allocated. The current committee strongly recommends this practice moving forward.
 - Consider, for implementation, the recommendation as per the Board self-assessment report to include a budget envelope which would be open to Directors who wish to access development opportunities outside those provided to the Board as a whole.
 - Future Board and Director assessments:
 - Board self-assessment: Consider the current committee's recommendation to maintain the existing rating system so that year-to-year comparisons can begin for 2023 reporting.
 - Director self-assessment: As per the Board self-assessment report's emerging opportunities, it is recommended that the committee consider whether self-measurement of Director competencies is necessary.

- Finally, the 2021-2022 HR Committee recommends that the 2022-2023 committee formalize the CEO evaluation process. In addition to having a repository for the information considered by previous committees within the OnBoard tool, formalizing the evaluation process will ensure future consistency and retained institutional memory as membership within the HR Committee fluctuates.
- Once the 2022-2023 HR Committee is constituted and approved by the Board at its May meeting, it will take the above recommendations under advisement and determine what work is to be included in its work plan.

Appendix

- None.

BRIEFING NOTE: For information

Board's 30 by 30 Champion annual report		5.6
Purpose:	To provide an update on the 2021-2022 work of the Equity, Diversity, and Inclusion (EDI) department on the 30 by 30 initiative	
Link to the Strategic Plan / Purposes:	Operational imperative 9: Promote diversity and inclusion in the profession that reflects Canadian society 2019-2021 strategic priority 3: Recruitment, retention, and professional development of women in engineering 2022-2024 strategic priority 2.1: Accelerate 30 by 30	
Link to the Corporate Risk Profile:	Women in engineering	
Prepared by:	Cassandra Polyzou, Manager, Equity, Diversity, and Inclusion Yasemin Tanaçan-Blacklock, Associate, Equity, Diversity, and Inclusion Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Kelly Reid, Director from Ontario, Board's 30 by 30 Champion	

Background

- In May 2018, Engineers Canada's Board of Directors approved the 2019-2021 Strategic Plan which highlighted, in strategic priority 3 (SP3): Recruitment, retention, and professional development of women in the engineering profession, the need to drive cultural change in the engineering profession in order to attain 30 by 30.
- In May 2021, Engineers Canada's Board of Directors approved the 2022-2024 Strategic Plan which includes strategic priority 2.1: Accelerate 30 by 30.
- As part of the reporting on women in engineering work under operational imperative 9: Promote diversity and inclusion in the profession that reflects Canadian society, Engineers Canada provides a regular update to the Board through the 30 by 30 Board Champion, as well as this more detailed annual report.

Status update

The following are selected highlights of Engineers Canada's work on 30 by 30 during the period May 2021 to May 2022:

- **30 by 30 virtual 2022 conference** – Following the success of the 2021 conference, and as part of Accelerate 30 by 30, we hosted the 30 by 30 2022 conference. Originally planned to be on April 23 in Edmonton, Alberta, we switched to a virtual-only option based on feedback from the 30 by 30 network and the uncertainty of COVID protections and restrictions. The virtual 2022 conference took place on April 13, 20, and 27 and opened with a keynote from the Federal Pay Equity Commissioner of Canada. The conference focused on topics frequently discussed in working group gatherings, including workplace gender equity, EDI champions in engineering workplaces, intersectionality, and self-care. The conference also featured the EDI Leader Nominees, individuals and companies that were nominated by their colleagues and workplaces for their leading work in the EDI space. Every year, we will be partnering with a different Engineering Regulator. For this year, we are collaborating with the Association of Professional Engineers and Geoscientists of Alberta (APEGA), who first conceived the 30 by 30 goal in 2010.

- **30 by 30 2023 conference**- Preliminary planning for a 2023 in-person conference in Halifax, Nova Scotia is underway. Engineers Nova Scotia has been engaged in the process and will continue to be consulted on conference happenings.
- **Higher education institution (HEI) Champions** - Between April 2021 and March 2022, two new HEIs have joined the Champions network, taking the number from 30 to 32 (i.e., 63 per cent of HEIs).
- **30 by 30 working groups** - A few highlights from the February 2021 to February 2022 meetings:
 - **K-12 working group:**
 - Guest presentation from Rebecca White from Engineers of Tomorrow on the “Engineers-in-Residence” Program.
 - Consultation with MQO Research on “Where is the E in STEM” research project. This session was co-hosted with Kim Bouffard, Manager, Outreach and Engagement.
 - This working group is now under the Outreach and Engagement portfolio in order to expand the work of the group and allow the EDI team to focus on later stages of the engineering profession.
 - **Post-secondary working group:**
 - Presentation and discussion by Nicole Wilson and Sean Sanders on the Men as Allies program at the University of Alberta. They were joined by members of the allyship group to share their experiences increasing the participation of men in gender equity initiatives and committees.
 - The working group was joined by members of the CEAB’s 30 by 30 working group to discuss and gather feedback on the findings and recommendations on the accreditation process.
 - **Early career working group:**
 - The working group discussed Strategic Priority 2.1: Accelerate 30 by 30 (2022-2024) and other Champion updates.
 - A summary of the 30 by 30 Scorecard Report was presented with the opportunity for meeting attendees to provide feedback.
 - 30 by 30 data was presented to the group, including information on newly licensed, engineer-in-training, and post-secondary data from the National Membership Report and the Enrolment and Degrees Awarded report.
 - **Employer working group:**
 - The working group met to participate in a round table discussion on the role of employers in supporting 30 by 30 and broader EDI work. Some topics included obstacles to inclusion, equal pay, fair hiring practices, and workplace culture.
 - The working group discussed [Project RISE](#), a program developed by [Engendering Success in Stem](#) (ESS).
- **EDI training for engineers and geoscientists** - Developed a national EDI foundational training, with consultation with the National Practice Officials Group, National Society of Black Engineers, EngiQueers Canada, Geoscientists Canada, and the 30 by 30 Regulator Champions. We collaborated with Geoscientists Canada to make the training valuable to dual Regulators and their registrants. The training will be hosted on EGBC’s learning management system and launched in spring 2022.
- **Global Marathon/Persist Series** – Engineers Canada is a Thought Leader in DiscoverE’s Persist Series (previously Global Marathon), now a monthly speaker series with a mission to build a global community that celebrates and provides support for long-term success of women in engineering and technology.
- **CCWESTT and CFES** - Engineers Canada is sponsoring and presenting at the CCWESTT (Canadian Coalition of Women in Engineering, Science, Trades and Technology) in early May 2022.
- **CEQB guideline** - advised on the creation of the survey and general directions for the guideline for engineers and engineering firms on the topic of diversity and inclusion.

- **Government relations** – Engineers Canada made several EDI-related submissions to the federal government, including:
 - A [submission](#) to the House of Commons Standing Committee on Finance: Among Engineers Canada’s recommendations is that the federal government continue to support EDI initiatives across Canada.
 - [Comments](#) to Natural Resources Canada regarding their People-Centered Just Transition Discussion Paper.
 - A [submission](#) to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities regarding their study on the Review of the Employment Insurance Program.

Engineers Canada also participated in virtual meetings with the following individuals:

- The Minister of Labour to discuss a review of the Employment Equity Act to further advance EDI in hiring practices.
- The Director of Policy and the Senior Policy Advisor to the Minister of Employment, Workforce Development and Disability Inclusion to discuss professional development opportunities for women and to work with the federal government to increase equality and access within Canadian workplaces.
- The Policy Advisor for the Office of the Minister for Women and Gender Equality and Rural Economic Development regarding our EDI initiatives.
- **National Membership Report** - Annual surveys were collected from all Regulators and data for 2020 was published, including a sex-based breakdown of newly licensed engineers, EITs, student members and analysis of graduation rates for women (based on Enrolment and Degrees Awarded report). The national percentage of newly licensed female-identifying engineers was 20.6%. Data was shared with 30 by 30 Champions.
- **Updated 30 by 30 data analysis** – Engineers Canada provides an annual report and analysis of the data trends related to 30 by 30. The 2021 data analysis was presented to the 30 by 30 network and posted to our website [here](#).
- **International Women in Engineering Day (INWED)** - 2021 was celebrated through social media posts and as part of the 30 by 30 virtual conference with a dialogue event featuring senior and emerging leaders in engineering discussing the challenges and opportunities of improving EDI in the profession.
- EDI training provided to the Board in May 2022 on **accessibility in STEM**.

Next steps

- 30 by 30 conference 2023 is being planned and will be delivered in Nova Scotia in partnership with Engineers Nova Scotia, in Halifax, in September 2023.
- Updated national 30 by 30 numbers will be calculated and published.
- In celebration of International Women in Engineering Day (INWED - June 23), video profiles of women in engineering will be produced and promoted on INWED’s theme of ‘Inventors and Innovators.’
- Resources will be developed to support Regulator implementation of the 30 by 30 Scorecard.

Appendix

- None.

BRIEFING NOTE: For information

Annual list of partnership organizations		5.7
Purpose:	To update the Board on Engineers Canada partnerships with external organizations	
Link to the Strategic Plan / Purposes:	Work contributes to various strategic priorities, operational imperatives, and Board responsibilities	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Kim Bouffard, Manager, Outreach and Engagement Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

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

Status update

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

Next steps

- Partnerships are reviewed periodically by the Engineers Canada CEO to ensure that they continue to meet the criteria in Board policy 7.4, deliver on the intended purpose, and deliver value through achievement of the intended outcomes.
- An updated partnership list will be submitted to the Board, for information, in May 2023.

Appendix

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

Board policy support document

List of Engineers Canada partnerships with external organizations

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

Current Engineers Canada partnerships

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

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
ABET (Accreditation Board for Engineering and Technology)	<p>Nature of commitment: Informal</p> <p>Cost: ~\$9,000 (participation in F2F meeting)</p>	<p>Increase organization success: Ongoing exchange of knowledge and access to like organization has informed and guided accreditation.</p>	OP1, SP1.1, OP7
American Indian Science and Engineering Society (AISES)	<p>Nature of commitment: Informal</p> <p>Cost: \$5,000 (sponsorship of annual conference)</p>	<p>Increase organizational success: Sharing resources and capacity to support Indigenous engineers and students.</p>	OP9
AISES (American Indian Science and Engineering Society) in Canada	<p>Nature of commitment: Sponsorship</p> <p>Cost: \$5,000- \$10,000/ year</p>	<p>Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Indigenous engineers.</p> <p>Drive broader social and systems change: Building community and supporting success for Indigenous engineers.</p>	OP9
Association of Accrediting Agencies of Canada	<p>Nature of commitment: Membership</p> <p>Cost: \$920 (membership)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided accreditation.</p>	OP1, SP1.1

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Association of Consulting Engineering Companies-Canada (ACEC)	<p>Nature of commitment: 30 by 30 Champion</p> <p>Cost: \$0</p>	<p>Drive broader social and systems change: 30 by 30 Champion and working on supporting the increase of women in engineering.</p>	OP5, OP9, SP2.1
Black Engineers of Canada	<p>Nature of commitment: Informal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Black engineers.</p> <p>Drive broader social and systems change: Building community and supporting success for Black engineers.</p>	OP9
Canadian Academy of Engineering (CAE)	<p>Nature of commitment: Informal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of engineering experts for participation in Future City and National Engineering Month, and in the development of National Position Statements.</p>	OP5, OP8, OP9, SP2.1
Canadian Council for Aboriginal Business (CCAB)	<p>Nature of commitment: Membership</p> <p>Cost: \$1,000</p>	<p>Increase organizational success: Increase access to Indigenous businesses, leaders, professionals, and reconciliation best practices.</p> <p>Drive broader social and systems change: Building awareness and supporting success for Indigenous engineers.</p>	OP9
Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT)	<p>Nature of commitment: Sponsorship</p> <p>Cost: \$0</p>	<p>Increase organizational success: Able to increase accessibility of WinSETT Leadership Program for women in engineering.</p> <p>Drive broader social and systems change: Supporting SP2.1.</p>	OP9, SP2.1
Canadian Chamber of Commerce	<p>Nature of commitment: Membership</p> <p>Cost: \$3,500</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided work related to public policy, government relations, regulatory research and foreign credential recognition.</p>	OP5, OP6, OP7

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<u>Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT)</u>	<p>Nature of commitment: Sponsorship</p> <p>Cost: \$10,000 (every 2 years)</p> <p>Member at Large position for Engineers Canada on CCWESTT Board</p>	<p>Maximize resources: Able to provide women in engineering a national conference, networking opportunities, and professional development.</p> <p>Increase organizational success: Ongoing exchange of knowledge and access to network of organizations supporting women in engineering.</p> <p>Drive broader social and systems change: Supporting SP2.1.</p>	OP5, OP8, OP9, SP2.1
<u>Canadian Engineering Education Association (CEEA)</u>	<p>Nature of commitment: Membership and sponsorship of annual conference</p> <p>Cost: \$600 (membership) \$5,000-10,000 (sponsorship and participation in meeting)</p>	<p>Increase organizational success: Direct access to Associate Deans, Faculty, and other staff engaged in the accreditation system. Supports knowledge exchange, access to Canadian scholarship in engineering education, provides an annual opportunity to provide training to higher education institutions (HEIs) and potential volunteers. In-person communication vehicle by having a physical presence in the Canadian engineering education space. Access to special interest groups (SIGS) related to Engineers Canada’s Strategic Plan and goals.</p>	SP1.1, OP1, OP9
<u>Canadian Engineering Memorial Foundation (CEMF)</u>	<p>Nature of commitment: Support for annual awards gala. Note that there was no gala in 2020 or 2021</p> <p>Cost: \$1,000 (photographer), \$6,000-\$7,000 CEMF Dinner</p>	<p>Maximize resources: Providing space at Fall Board meeting for CEMF gala dinner.</p> <p>Drive broader social and systems change: Supporting women in engineering.</p>	OP9, SP2.1

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Canadian Federation of Engineering Students (CFES)	<p>Nature of commitment: Letter of understanding, and sponsorship of the CFES' four key meetings: Leadership Congress, Conference on Diversity in Engineering, Conference on Sustainability in Engineering, and the Canadian Engineering Competition</p> <p>Cost: \$30,000</p>	<p>Increase organizational success: Access and direct engagement of youth ages 17-21 increasing our reach and brand recognition amongst engineering students promoting the value of licensure.</p>	OP8, OP9, SP1.1, SP2.1
Canadian Indigenous Advisory Council to AISES (CIAC)	<p>Nature of commitment: We are a voting member</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge and understanding of needs of Indigenous engineers and students.</p> <p>Drive broader social and systems change: Building community and supporting success for Indigenous engineers.</p>	OP9
Canadian Institute of Planners / Canadian Society of Landscape Architects / Royal Architecture Institute of Canada	<p>Nature of commitment: Letter of understanding</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge, thought and access to network of peers.</p>	OP5, OP8, OP9, SP2.1
Canadian Network of Agencies for Regulation	<p>Nature of commitment: Membership</p> <p>Cost: \$1,100 (membership)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular for regulatory research to provide information to the Regulators of best and new practices.</p>	OP2, OP6
Canadian Society of Association Executives	<p>Nature of commitment: Membership</p> <p>Cost: \$1,977.50 (membership)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided internal operations and governance.</p>	Board responsibilities, Operations

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Council of Engineering and Scientific Society Executives	<p>Nature of commitment: Membership</p> <p>Cost: \$180 US (membership)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided operations and governance.</p>	Board responsibilities, Operations
Council on Licensure Enforcement and Regulation	<p>Nature of commitment: Membership</p> <p>Cost: \$505 US (membership)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to network of peers has informed and guided regulatory work, in particular, for regulatory research to provide information to the Regulators of best and new practices.</p>	OP2, OP6
DiscoverE	<p>Nature of commitment: Letter of understanding</p> <p>Cost: \$0</p>	<p>Increase organizational success: Through access to Future City resources offered by DiscoverE, we engage over 3,500 teachers and elementary students annually with minimal effort and resources. The design of the program is based in best practices around intersectionality and youth engagement.</p> <p>Drive broader social and systems change: Engineers Canada nominates Canadian engineers to be featured on Persist Series webinars, promoting women in engineering and their success stories. Promotional partner of Global Marathon in Canada as free professional development for women engineers.</p>	OP8, OP9, SP2.1
Electricity Human Resources Council	<p>Nature of commitment: Participation in steering and advisory committees</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of knowledge, thought and access to network of peers has informed and guided our best practices in diversity and inclusion (e.g., staying on top of current information and benchmarking practices).</p>	OP9, SP2.1

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<u>Engineers of Tomorrow</u>	<p>Nature of commitment: Letter of understanding and sponsorship</p> <p>Cost: \$20,000</p>	<p>Increase organizational success: This organization specializes in recruiting, training, and placing engineers in classrooms for the purpose of engineering career awareness. In addition to managing the execution of the Future City Experience Program, Engineers of Tomorrow provides year-round support for engineer placements in classrooms through their Engineers in Residence Program.</p> <p>Maximize resources: Through this organization we recruit, train, place and provide ongoing support to over 200 engineer volunteers and 100 classrooms annually across Canada through the Future City Program. We are supporting a pilot expanding this support service to Regulators with EngGeoMB.</p>	<p>OP8</p>
<u>Engendering Success in STEM (ESS)</u>	<p>Nature of commitment: Sponsorship</p> <p>Cost: \$7,500/year over 5 years; \$1,800/year (participation in F2F meetings)</p>	<p>Increase organizational success: Ongoing exchange of research and data.</p> <p>Drive broader social and systems change: Supporting research on diversity and inclusion, implicit bias, and gender stereotypes in engineering.</p>	<p>OP8, OP9, SP2.1</p>

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Engineering Deans Canada (EDC)	<p>Nature of commitment: Informal</p> <p>Cost: ~\$10,000 (participation in F2F meetings) and in-kind hours</p> <p>Revenue: \$40,000</p>	<p>Increase organizational success: Direct access to deans of engineering faculties across the country. Supports knowledge exchange and communication vehicle to reach a large number of accreditation stakeholders. In-person communication vehicle by having a physical presence at biannual EDC meetings and by having EDC presence at CEAB meetings, sub-committee meetings, and participation in working groups and taskforces.</p> <p>Drive broader social and systems change: A key player in consultations on change to CEAB accreditation criteria, policies, and procedures. A source of feedback on accreditation improvements.</p> <p>Collaboration on diversity, equity, and inclusion work including 30 by 30 and Indigenous access to engineering.</p> <p>Provide services to EDC: Including secretariat services, banking and account management, and provision of customized resource reports as part of the Enrolment and Degrees Awarded annual survey. Secretariat services are contracted out, so the \$40,000 revenue is a flow-through.</p>	<p>SP 1.1, SP2.1, OP1, OP8, OP9</p>
EngiQueers	<p>Nature of commitment: Memorandum of understanding (MOU); Sponsorship</p> <p>Cost: \$1,000 for NEM</p>	<p>Increase organizational success: Access to and direct engagement of youth 17-21 increasing our reach and brand recognition particularly during National Engineering Month.</p> <p>Drive broader social and systems change: Supporting inclusion of 2SLGBTQ+ students and professionals in engineering.</p>	<p>OP8, OP9, SP2.1</p>

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Girl Guides	<p>Nature of commitment: Letter of understanding</p> <p>Cost: \$5,000 annually via Girl Guide Crest Program</p>	<p>Maximize resources: Able to provide young girls with engineering activities and opportunities to directly engage with an engineer without having to organize, manage or financially support the activities.</p> <p>Increase organizational success: Ongoing exchange of knowledge, thought and access to network of young girls and educational professionals outside of the school system across Canada. Alignment of Girl Guides Canada’s STEM programming with engineering.</p> <p>Drive broader social and systems change: Opportunities to experiment with different solutions to a problem (increase women in engineering).</p>	<p>OP8, OP9, SP2.1</p>
Indspire	<p>Nature of commitment: Sponsorship of bursary award</p> <p>Cost: \$5,000/ 3 year commitment</p>	<p>Drive broader social and systems change: Promoting engineering as a career path to Indigenous youth.</p>	<p>OP9</p>
International Engineering Alliance	<p>Nature of commitment: Membership</p> <p>Cost: \$7,000 (membership) ~\$85,000 (participation in F2F meetings)</p>	<p>Increase organizational success: Ongoing exchange of knowledge, and access to network of peers has informed and guided regulatory work, in particular for international mobility, to provide means to streamline Regulators’ licensure processes.</p> <p>Drive broader social and systems change: To be party to and have influence in international agreements at the academic and professional level.</p>	<p>OP1, OP2, OP6, OP7</p>
National Council of Examiners for Engineering and Surveying (NCEES)	<p>Nature of commitment: Informal</p> <p>Cost: ~\$8,000 (participation in F2F meeting)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs and governance.</p>	<p>OP2, OP3, OP6, OP7 Board Responsibilities</p>

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
<u>National Society of Professional Engineers (NSPE)</u>	<p>Nature of commitment: Informal</p> <p>Cost: ~\$8,000 (participation in F2F meeting)</p>	<p>Increase organizational success: Ongoing exchange of knowledge and access to like organization has informed and guided regulatory affairs.</p>	OP2, OP3, OP6, OP7
<u>Natural Sciences and Engineering Research Council of Canada (NSERC)</u>	<p>Nature of commitment: Formal</p> <p>Cost: \$0</p> <p>Revenue: \$50,000 (over 3 years)</p>	<p>Maximize resources: Secured a grant to support our Future City program for three years (2021-2023).</p>	OP5, OP8, OP9, SP2.1
<u>Ontario Network of Women in Engineering (ONWiE)</u>	<p>Nature of commitment: Informal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Ongoing exchange of research and data on women in engineering.</p> <p>Drive broader social and systems change: Supporting Go ENG Girl promoting engineering women young girls.</p>	OP8, OP9, SP2.1
<u>Ontario Society of Professional Engineers (OSPE)</u>	<p>Nature of commitment: Formally 30 by 30 Champion and informally for National Engineering Month</p> <p>Cost: \$0</p>	<p>Increase organizational success: Sharing of resources on diversity and inclusion.</p> <p>Drive broader social and systems change: Active member of 30 by 30 Champions network to increase women in engineering.</p>	OP5, OP8, OP9, SP2.1
<u>Ontario Tech University (OUT)</u>	<p>Nature of Commitment: Formal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Partnered with OTU to provide a national Future City Experience Showcase. OTU has taken the lead in the organization and implementation of the showcase for the Future City Experience Program.</p>	OP8

Organization	Partnership commitment	Purpose and outcomes of partnership	Strategic alignment
Polytechnique Montreal	<p>Nature of commitment: Partnership agreement for massive open online course (MOOC) – Sustainability in Practice, 30 by 30 Champion</p> <p>Cost: \$0</p>	<p>Increase organizational success: Broadening awareness and uptake of QB National Practice Guideline on Sustainable Development and Environmental Stewardship by engineers in all jurisdictions and increasing the profile of Engineers Canada.</p> <p>Drive broader social and systems change: Provides widely accessible CPD in Canada and internationally to foster change and excellence in engineering practice to consider sustainable development, climate change and environmental stewardship.</p>	OP8, SP2.1
Society of Women Engineers (SWE)	<p>Nature of commitment: Informal</p> <p>Cost: \$0</p>	<p>Increase organizational success: Sharing of research and information on women in engineering.</p> <p>Drive broader social and systems change: Creating and supporting a network and community for women engineers.</p>	OP9, SP2.1
Women in Engineering (WES) Summit	<p>Nature of commitment: 30 by 30 Champion</p> <p>Cost: \$0</p>	<p>Increase organizational success: Sharing of knowledge and information on women in engineering.</p> <p>Drive broader social and systems change: Creating and supporting a network and community for women engineers.</p>	OP9, SP 2.1
World Federation of Engineering Organizations	<p>Nature of commitment: Membership</p> <p>Cost: \$8,000</p>	<p>Maximize resources: Maintain contact and foster relationships with national member engineering organizations in more than 90 countries. Information on strategies, practices and policies for engineering education in these countries, and the promotion of engineering to women and youth.</p> <p>Drive broader social and systems change: Work together with secretariat and member countries to expand and enhance the profile of engineers and engineering at the international level and with Canadian federal government.</p>	OP1, OP7, OP8, OP9, SP2.1

Legend

Subcategory (Area)	Description
Partnership commitment	Includes the nature of relationship (formal, informal) and overhead cost associated with maintaining this relationship.
Purpose of relationship and outcomes to date	<p>The purpose of our strategic partnerships can be summarized as follows:</p> <ol style="list-style-type: none"> 1. Maximize resources (boost organizational efficiency): as an organization through this partnership we can accomplish our work more quickly and with fewer resources. “How this partnership helps us to maximize the desirable results, using the least amount of money and time” (Examples: cost savings, shared resources) 2. Increase organizational success (effectiveness): how this partnership has contributed to the success and advancement of our stated objectives. (Examples: collective influence (joint programs, marketing), shared knowledge and thought exchange, awareness and recognition). 3. To drive broader social and systems change: leveraging our own efforts to achieve broader systems change in conjunction with other players. <p>Outcomes to date refers to specific examples of how we have/are realizing the purpose of the partnership.</p>
Strategic alignment	Refers to alignment of the partnership as it relates to Engineers Canada’s <i>2022-2024 Strategic Plan</i> and objectives.

BRIEFING NOTE: For information

50-30 Challenge		5.8
Purpose:	To provide an update on Engineers Canada’s participation in the federal government’s 50-30 Challenge	
Link to the Strategic Plan / Purposes:	Operational imperative 9 (OP9): Promote diversity and inclusion in the profession that reflects Canadian society 2019-2021 strategic priority 3 (SP3): Recruitment, retention, and the professional development of women in the engineering profession 2022-2024 strategic priority 2.1 (SP2.1): Accelerate 30 by 30	
Link to Corporate Risk Profile	Women in Engineering	
Prepared by:	Cassandra Polyzou, Manager, Equity, Diversity, and Inclusion Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

- In October 2020, the Minister of Innovation, Science and Industry launched the federal government’s “50-30 Challenge”. The objective of the challenge is to advance diversity and inclusion with the aim of improving the underrepresentation on corporate boards and in senior management of women and underrepresented groups, over time.
- The 50-30 Challenge asks participating organizations to voluntarily take action and make two commitments, towards which they will report regularly on progress:
 1. **Gender** parity (“50 per cent”) on boards and in senior management; and
 2. Significant representation (“30 per cent”) on boards and in senior management of other **underrepresented groups**, including racialized Canadians, Indigenous people, people with disabilities, and members of LGBTQ2+ communities.
- Since the October 2020 launch, the federal government has committed \$33 million over 3 years for the initiative. This funding will assist diversity-serving organizations to support private and public sector organizations – including small and medium-sized businesses, not-for-profits, and academic institutions – with the development of tools to help them achieve the program’s goals. These tools could include assistance with developing diversity strategies, the creation of mentorship and training opportunities and an online toolkit and resources that would be available to businesses and organizations across the country.
- Engineers Canada’s Board approved signing up to the 50-30 Challenge in May 2021.

Status update

- Currently, there are close to 1,500 participating organizations in total.
- The Diversity Institute held online workshops in February 2022 to provide suggestions regarding next steps and concrete actions to Challenge participants for increasing diversity in the workplace. Engineers Canada staff participated in the non-profit sector session; the recording from the session can be found [here](#).
- The CEQB Gender equity in the workplace guideline included the 50-30 Challenge as a resource for employers.
- Engineers Canada promoted the 50-30 Challenge to the 30 by 30 Network in the monthly 30 by 30 newsletter.
- Survey of the 23 **Board Directors** indicated the following (February 2022):

Gender

- 39% women and gender non-conforming
- 30% men
- 4% prefer not to say
- 26% no response provided

Underrepresented groups

- 17% underrepresented groups (i.e. racialized Canadians, Indigenous people, people with disabilities, and members of LGBTQ2+ communities)
- 61% do not identify
- 22% no response provided

- Survey of the **senior leadership team** indicated the following (April 2022):

Gender

- 63% women and gender non-conforming
- 25% men
- 13% no response provided

Underrepresented groups

- 25% underrepresented groups (i.e. racialized Canadians, Indigenous people, people with disabilities, and members of LGBTQ2+ communities)
- 75% do not identify

- We are working hard to raise awareness of equity, diversity, and inclusion (EDI) amongst staff, the Board, and Regulators through training and sharing of resources. As part of our work on the 2019-2021 Strategic Plan's strategic priority 3: Recruitment, retention, and professional development of women in engineering, we developed an EDI training course for engineers and geoscientists in fall 2021. The training will be launched in spring 2022 and will be available to all registrants through EGBC's learning management system.
- Engineers Canada organized EDI training for the Board on accessibility in engineering as part of the May 2022 meeting, in collaboration with [IDEA-STEM](#), a consultancy that works to improve the experiences of professionals, students, and trainees with disabilities in the STEM and healthcare fields.
- Engineers Canada created platforms to raise awareness on EDI within the engineering profession. As part of the 2022-2024 Strategic Plan's strategic priority 2.1: Accelerate 30 by 30, we organized a virtual 30 by 30 conference, which included a panel discussion on gender equity in the workplace, an interactive workshop on intersectionality, and a panel discussion including EDI leaders in engineering workplaces.

Next steps

- EDI Manager to provide advice to HR Advisor in the development of internal EDI training plan for staff and volunteers.
- EDI Manager to advise CEQB and CEAB on joint EDI training to be delivered in September 2022.
- EDI Manager to develop EDI session for Board to be delivered at fall 2022 Board meeting.
- EDI Manager to address 50-30 Challenge criteria in AOP 2023 and budget 2023.

Appendix

- None.

BRIEFING NOTE: For information

Acclamation of the President-Elect		7.1
Purpose:	To declare the 2022-2023 Engineers Canada President-Elect	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold itself, its Directors, and its Direct Reports accountable	
Link to the Corporate Risk Profile:	Governance functions	
Prepared by:	Evelyn Spence, General Counsel and Corporate Secretary	
Presented by:	Jean Boudreau, Director from New Brunswick, Chair of the Nominations Committee (Past President)	

Background

- The President-Elect is elected by the Engineers Canada Board annually, at the May Board meeting.
- The President-Elect holds office for the period from the close of the May Board meeting to the end of the next May Board meeting. After that time, the President-Elect takes over the position as President of the Engineers Canada Board.

Status Update

- The Past President, acting as the chair of the Nominating Committee, issued a call for nominations to each Director for the position of President-Elect. The call was open for a period of two (2) months.
- With only one nomination received (for N. Hill), and eligibility having been confirmed, N. Hill will fill the position of President-Elect. As per Board policy 6.13, *President-Elect Nomination and Election Process*, if only one candidate is nominated for President-Elect, the position shall be filled by acclamation.

Next steps

- N. Hill will assume the role of President-Elect, effective as of the close of the May 28, 2022 annual meeting of members.
- Human Resources Committee membership will be finalized (agenda item 7.2).
- Administrative updates to be made by staff (such as website information, etc.).

Appendix

- **Appendix 1:** Candidate CV under separate cover, circulated to Directors only.

BRIEFING NOTE: For decision

Appointment of the 2022-2023 HR Committee		7.2
Purpose:	To appoint Directors to the 2022-2023 Human Resources (HR) Committee	
Link to the Strategic Plan / Purposes:	Board responsibility: Hold Itself, its Directors, and its Direct Reports Accountable	
Link to Corporate Risk Profile:	Governance functions	
Motion(s) to consider:	<p><i>THAT the Board, on recommendation of the HR Committee, appoint the following Directors to the 2022-2023 HR Committee:</i></p> <p><i>a. Geoff Connolly</i></p> <p><i>b. Michael Wrinch</i></p>	
Vote required to pass:	Simple majority	
Prepared by:	Christina Mash, Governance Administrator	
Presented by:	Jean Boudreau, Director from New Brunswick, Chair of the HR Committee (Past President)	

Problem/issue definition

- Board policy 6.12, *HR Committee Terms of Reference*, states:
 - The HR Committee is comprised of the President, President-Elect, and Past President, an appointed CEO Group member to serve as “Advisor”, and a minimum of two other Directors.
 - The outgoing HR Committee shall, annually, nominate at least two Directors and one alternate to the next year’s HR Committee. The alternate Director shall only serve if one of the other Directors is elected by the Board as President-Elect.
- The HR Committee has provided a recommendation for two (2) Directors to complete the composition of the 2022-2023 HR Committee. The position of President-Elect for 2022-2023 has been filled by acclamation and will be occupied by N. Hill. As a result, the appointment of an alternate Director is not necessary.
- The CEO Group determined during the February 2021 meetings that Janet Bradshaw, Registrar and CEO of Professional Engineers and Geoscientists Newfoundland, would be the CEO Group Advisor to the HR Committee.

Proposed action/recommendation

- That the Board appoint the following Directors to the 2022-2023 HR Committee:
 - Geoff Connolly, Engineers PEI
 - Michael Wrinch, Engineers & Geoscientists BC

Other options considered

- None.

Risks

- None.

Financial implications

- None.

Benefits

- The HR Committee, once approved by the Board at the May meeting, can immediately begin work to nominate Directors for all other Board committees and appointments, for approval at the June Board meeting.

Consultation

- The nomination and appointment processes are set out in Board policy 6.12, *HR Committee Terms of Reference*.
- As part of the 2022 Director self-assessment survey, each Director was asked to identify the committees, task forces, and roles in which they would like to serve. Responses were received from 18 of 23 Directors, and where responses were not received, the Directors' preferences from the 2021 Director self-assessment surveys were maintained. The survey results were reviewed by the HR Committee at its March 29th meeting, while giving consideration to diversity, representation of various sizes of Regulators across the country, and the appropriate level of knowledge continuity required within the Committee.

Next steps (if motion approved)

- The 2022-2023 HR Committee to meet and nominate Directors for all other Board committees and appointments.
- Staff will update website information.

Appendix

- None.