



Professional Engineers
and Geoscientists of BC
www.apeg.bc.ca

2008 to 2010 Strategic Service Plan

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Table of Contents

1) Strategic Context	1
2) Goals and Objectives	2
1.0 To uphold and protect the public interest.....	2
2.0 To earn public respect, trust and appreciation of the professions and the Association.	2
3.0 To advise government in achieving policy objectives.....	2
4.0 To demonstrate best practices in organizational management and governance in Canada.	3
5.0 To engage and earn the respect of current and potential members.....	3
3) Strategies	4
4) Deliverables, Balanced Scorecard, Other Quantifiable Outcomes, and Council Commitments	5
5) Summary Financial Outlook	8
6) MindMap of Goals and Objectives	9
7) MindMap of Strategies to Goals	10

1) Strategic Context

Our Vision is:

“To be the innovative regulatory leader respected by government, community and members in BC.”

Our Mission is:

“To serve the public interest through regulation and leadership of the practice of professional engineering and professional geoscience in British Columbia.”

Our Core Values are:

- Professionalism (competency, integrity, ethical conduct)
- Relevance
- Sustainability
- Fairness and Inclusivity
- Accountability and Transparency
- Service to community and the professions

These core values guide members and the Association in our day-to-day work:

Our Key Success Factors are:

- Upholding our core values.
- Understanding and focusing on core services.
- Building and sustaining excellence within the Association.
- Anticipating and responding to short and medium-term demands for the services of the Association.
- Staying close to members, government, and other stakeholders.
- Recognizing barriers and developing initiatives to close performance gaps.
- Aligning and focusing organizational energy on achieving performance targets.
- Improving business processes and technological support on a continuous basis.

2) Goals and Objectives

Goal 1

1.0 To uphold and protect the public interest.

Objectives

- 1.1 Assure the currency, adequacy and relevance of legislation, regulations and bylaws.**
- 1.2 Assure the quality of member practices through effective and innovative regulation and practice review.**
- 1.3 Identify and support policy initiatives related to the professions with implications for public interest.**
- 1.4 Promote and support the pursuit of excellence through innovative programs and guidelines/services.**

Goal 2

2.0 To earn public respect, trust and appreciation of the professions and the Association.

Objectives

- 2.1 Ensure that the roles and contributions of professionals are understood by the public, members, and governments.**
- 2.2 Enhance the transparency and fairness of the regulatory processes.**
- 2.3 Enhance communications and accountability of the Association.**

Goal 3

3.0 To advise government in achieving policy objectives.

Objectives

- 3.1 Enhance collaboration with government to achieve policy objectives related to the professions**

Goal 4

4.0 To demonstrate best practices in organizational management and governance in Canada.

Objectives

- 4.1 Maintain a sustainable well managed and adequately resourced professional organization that serves the people of BC.**
- 4.2 Ensure accountability through open and transparent communication with stakeholders Ensure effective governance structures, processes, and decision making.**
- 4.4 Provide support, and leadership where warranted to initiatives of national significance.**
- 4.5 Create a motivating, high performance work environment where both staff and council can flourish.**

Goal 5

5.0 To engage and earn the respect of current and potential members.

Objectives

- 5.1 Engage Branches, Divisions, and Committees in delivering Council initiatives.**
- 5.2 Build career awareness to maintain sustainable professions for British Columbia.**
- 5.3 Increase the awareness of the value of professional status.**
- 5.4 Improve relevance and value of the Association's activities for a diversity of members.**
- 5.5 Access the expertise and experience of members.**

3) Strategies

The following core strategies will be used to accomplish the Association's goals and objectives.

1) Government Relations

The government relations strategy involves working collaboratively with government to serve the public interest. All interactions with government will be coordinated as part of the overarching effort and will ensure messages given to government are consistent throughout the organization. This will result in all government relations activities being in alignment with the goals and positions of the Association as set by Council.

2) Quality Assurance

The quality assurance strategy will use an enhanced risk based management framework for professional renewal in the development and administration of a quality assurance program covering members' practices. A broad based consultative process will be used in reviewing the various regulatory and administrative tools and processes available for the proactive regulation of the professional practice of members.

3) Member Engagement

This strategy involves working in collaboration with and gaining the support of members for the goals and objectives of the Association. This will require ongoing consultation and active two-way communication with members through branches, committees, and divisions as well as regularly informing members of the Association's priorities and initiatives.

4) Communications and Outreach

The communications and outreach strategy will ensure that relevant communication with all stakeholders occur in a timely fashion. It will promote the value of the professions and provide opportunities to stakeholders for feedback on the Association's priorities and initiatives. Greater focus will be placed on building awareness of the professions with public school students and their parents. Engagement of stakeholders, communities, and schools is planned. This strategy will coordinate and link the work of all seven strategies.

5) Governance

The governance strategy will ensure adoption of best practices and an effective governance structure whereby Council focuses on strategic direction, policies, and fiscal accountability, while staff are responsible and accountable for operations. An annual calendar of governance renewal will follow the Council cycle to ensure a current, integrated and living governance framework

6) Leadership

The leadership strategy will ensure that there are appropriate organizational resources to support the development of a flourishing staff environment that focuses on teamwork and the effective delivery of the Strategic Service Plan. This strategy will enshrine a leadership team to serve Council, Committees, Branches, Divisions, Task Forces, and members. It will include addressing human resources, information technology transformation, sustainable financial management, and organizational and process reviews.

7) Recruitment & Registration

To sustain the professions in the long term, an active recruitment strategy must be in place to demonstrate the professions are doing their duty of registering those wishing to practice in BC. Students will be actively recruited into the fields of engineering and geoscience as students or EIT/GITs. Recruitment will include outreach to employers, internationally trained engineers and geoscientists, and those individuals practicing under supervision.

The registration strategy will ensure that applicants understand the process, and that the registration policies and processes are efficient, effective, fair and transparent.

The Leadership Team will develop sub-strategies or more properly named tactics and tasks that support and link to the preceding core strategies.

4) Deliverables, Balanced Scorecard, Other Quantifiable Outcomes, and Council Commitments

a) Deliverables

Background - Council established several priorities, presented in the form of a Balanced Scorecard, for intensive review and resolution over the next three years. It is expected that each priority will follow a three-step process at Council: information exchange, options discussion, and decision-making. Implementation will follow and this will be tracked.

In alignment with the Association's goals, the priorities, key performance indicator measures, and targets are as per the following Balanced Scorecard:

Balanced Scorecard to June 2010

APEGBC 2009 Balanced Scorecard to December 31, 2009					= Achieved			= Not Achieved	Legend:		= Achieved		= Not Achieved
Goal and Related 2009 Council Priorities	Key Performance Indicator Measure	Year 1 - Calendar 2008 Target	Year 1 - Calendar 2008 Actual	Status	Year 2 - Calendar 2009 Target	Year 2 - Calendar 2009 Actual	Status	2009/2010 Fiscal Year Ending June 2010 Target (Convert to fiscal year to match Strategic Service Plan & budgets)					
1. To Uphold and Protect the Public Interest													
08-8 Increase practice oversight and consistency	a) No. of Practice Guidelines Completed (Base=12)	2 New or Updated (Target= 14)	Total = 15 Completed, 3 New & 4 Updated		Target =17 Completed	17 Completed, 6 New & 3 Updated		Target = 19 Completed					
	b) No of Practice Reviews (Base =120 or 0.6%)	Target =160 or 0.7%	186		Target = 107 or 0.5%	132		Target = 132					
	c) % Compliance with Major Practice Requirements	96%	96%		96%	96%		96%					
08-3 Professional Renewal	d) Implementation Plan for Council approved recommendations.	Task Force in place, stakeholder survey done & digested.	Public Interest, Ethics, Registration & Guides approved		Professional Renewal Plan Complete	Report of the Professional Renewal Task Force released October 2009. Priorities set by Council at the November Planning Session. 2010/11 Budget process revised and started in November.		Council approval of 2010/2011 Professional Renewal budget; and receipt of audit report on status of recommendations.					
2. To Earn Public Respect, Trust and Appreciation of the Professions and the Association													
08-1 Increase Public Profile and Educate the Public	a) Preparation of Career Awareness and related programs	50 school & college visits by members	No mechanism in place to measure number of school visits. Support materials and infrastructure developed.	N/A	2,000 students reached through school visits, website, career events	>2,555		3,000 students reached through school visits, website, career events					
	b) Survey Results of the Public re APEGBC is Upholding the Public Interest	Establish baselines; set targets.	Baselines established		Improve by 3%	No survey done to assess current Public opinion	N/A	Public Expectations Aligned with Actual Performance of Association - Improve by 5%.					
3. To Advise Government in Achieving Policy Objectives													
08-5 Identify issues that impact the professions going forward now and later, both internal and external	a) # of files APEGBC engaged on by government.	Establish baseline, 50% relevant files	> 50% - Six story buildings, sewage & seismic.		75% relevant files	90% (all relevant files APEGBC was consulted on with the exception of Type 3 sewerage)		90% relevant files					
	b) Survey of key Govt Ministries	Establish baseline	Key Ministries interviewed		Qualitative	No adverse feedback		Qualitative					
	c) No. of visits with valued feedback	20	20		25	38		40					
4. To Demonstrate Best Practices in Organizational Management and Governance in Canada													
08-10 Registration Decision Timelines	a) Transfers from Canadian Jurisdictions (Days from Complete Application to Decision)	Establish baseline	Baseline established as < 15 business days (95th percentile)		< 5 business days (95th percentile)	< 5 business days (95th percentile)		< 3 business days (95th percentile) Reduce 5 day registration approval cycle					
	b) New P.Eng. and P.Geo. Applicants - Canadian Trained (Days from Complete Application to Decision)	Establish baseline	Baseline established as < 120 calendar days 90th percentile		< 80 calendar days 95th percentile	< 80 calendar days 89th percentile Average: 46 calendar days		< 70 calendar days 90th percentile Average: 45 calendar days					
	c) New P.Eng. and P.Geo. Applicants - Internationally Trained (Days from Complete Application to Decision)	Establish baseline	< 200 calendar days 90th percentile		< 120 calendar days 95th percentile	< 200 calendar days 90th percentile <120 calendar days 64th percentile		< 120 calendar days 85th percentile requires policy change					
09-10 Increase financial capacity (2009 & beyond)	d) No. of Sustainable Financial Model (SFM) Principles achieved.	Target = 5 of 7	6 of 7 achieved, Oct/08 Fee Bylaw Failed		Target = 6 of 6	5 of 6 achieved, Mar/09 Fee Bylaw Failed		Target = 6 of 6					
	e) Net Operating Income Before Appropriations to Designated Funds (Surplus not less than)	\$150K	\$58K		\$300K	\$375K		\$125K Deficit					
	f) Total Operating Expenses as a % of Total Operating Revenue (% not greater than)	98.4%	99.4%		97.0%	96.2%		101.3%					
	g) Operating Expenses Excluding Grants (Gross) per 1,000 Members (Not greater than per 1,000)	\$325K per 1,000 Members	\$328K per 1,000 Members		\$344K per 1,000 Members	\$335K per 1,000 Members		\$360K per 1,000 Members					
	h) Review effectiveness, efficiency and value of current governance model. Determine currency of TORs, recruitment and training of Committee members.	Collect baseline data, set targets.	Committee TOR's revised, Policies consolidated, Committees restructured, Manual compiled.		Review TORs undertake Gap Analysis. Review performance.	In Progress		Review TORs undertake Gap Analysis. Review performance. "Major" review of governance instruments					
5. To Engage and Earn the Respect of Members													
08-6 Increase member participation	a) Increase in attendance at APEGBC CPD Seminars (Baseline = 2400)	2520	2367		2650	2497		2800					
	b) % voter participation in elections/Fee Bylaws (Baseline = 21.7%)	Target 25.0%	19.70%		Target 27.5%	39.3% Mar/09 Fee Bylaw Vote, 27.7% Oct/09 Council & Bylaw Vote		Target= 29.0%					
	c) % of members reporting compliance with CPD requirements	Determine baseline	Baseline = 40.9 % (actual for Dec 31/08)		45%	Estimated 45% - 42% at Jan 12, 2010 with approximately 2,500 membership renewals pending		75% - based on successful CPD bylaw. Target will be revised.					
08-9 (iii) Professional Care (Volunteerism)	d) Survey results of members involved in the Duty of Care of the professions.	80% of Goals Accomplished.	No assessment done	N/A	85% of Goals Accomplished.	No assessment done.	N/A	90% of Goals Accomplished.					
	e) Survey results of a satisfaction survey of members	N/A	N/A	N/A	65% of Members Satisfied Overall	No assessment done.	N/A	75% of Members Satisfied Overall					

b) Long Term Tracking of Progress Towards Goals

1. Time to register 95% of applicants registered in other Canadian jurisdictions \leq 5.0 working days (Goal 4)
2. Complaints received per 1,000 practicing members \leq 3 per year (Goals 1 and 2)
3. Members exposed to the Practice Review process per 1,000 practicing members \geq 9 per year (Goals 1 and 2)
4. Auditor recommendations for significant audit issues \leq 4 (Goal 4)
5. Members participating in Association sponsored CPD \geq 2,400 per year or 15% of practicing members. (Goal 5)
6. Annual Conference paid attendance \geq 475 (Goal 5)
7. Satisfaction Surveys
 - 7.1 Provincial government staff directly involved with the Association - develop instrument (Goal 3)
 - 7.2 Members on the quality of services - develop instrument (Goal 5)
 - 7.3 Staff on the quality of the work environment - develop instrument (Goal 4)

c) Council Commitments

1. Council will meet in November to review the Strategic Service Plan, confirm direction and provide specific refinements.
2. Council will establish priorities for the year ahead and set a schedule for the review, discussion and decision on each priority.
3. Council will designate a Task Force or councillor to lead specific deliverable projects on behalf of council.
4. Council will identify important future initiatives for attention.
5. Council will support adequate resourcing of the organization to successfully deliver on the Strategic Service Plan.
6. Council will report regularly to the membership on progress.

5) Summary Financial Outlook

(\$000)	2006/07 Actual	2007/08 Budget	2007/08 Forecast	2008/09 Budget
Revenues				
Member Fees	\$4,615	\$5,163	\$5,251	\$5,903
Other Revenue	2,773	2,963	3,141	\$3,348
External Contracts	533	1,050	1,050	1,200
Total Revenues	7,921	9,176	9,442	10,451
Expenses				
Operations	7,012	7,867	8,283	8,766
External Contracts	429	955	955	1,110
Total Expenses	7,441	8,822	9,238	9,876
Operating Income	480	354	204	575
Amortization	193	204	204	275
Net Operating Income Before Appropriations	\$287	\$150	\$0	\$300
Capital Expenditures				
-Regular	\$76	\$150	\$150	\$175
- IT Transformation Project			\$800	\$400
Full Time Equivalent Staff (FTE's)	36.2	40.8	41.8	45

6) MindMap of Goals and Objectives



7) MindMap of Strategies to Goals

