

# APEGM Council

Strategic Priorities 2013-2017



ASSOCIATION OF PROFESSIONAL  
ENGINEERS AND GEOSCIENTISTS  
OF MANITOBA



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# Task Group

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March 2014

## A Message from the President

The Association of Professional Engineers and Geoscientists of Manitoba exists first and foremost as a regulatory body. With the passing of the *Engineering and Geoscientific Professions Act*, first in 1896 and most recently in 1998, the Association was tasked with regulating the engineering and geoscience professions within the Province of Manitoba.

With this responsibility comes more than just ensuring anyone practicing engineering or geosciences in Manitoba is registered as either a Member-in-Training or a Professional Engineer or Professional Geoscientist. It also brings a responsibility to have an acting Council which acts in the name of, and on behalf of, the Association to exercise all of the powers, authority and privileges conferred to the association by the Act. Council concerns itself with the governance of the professions on issues that relate to the profession locally, nationally, and internationally.

Through a facilitated process that took place in January 2013, the Association Council has defined three high priority issues:

**Public Perception:** *How do we improve the public image of Engineers and Geoscientists?*

**Government Relations:** *How can we improve our relationship with all levels of government?*

**Recruitment and Retention:** *How do we recruit and retain our Engineers and Geoscientists to studies and in practice?*

Within these high priority issues, a task group of Council worked in 2013 and 2014 and has developed potential strategic actions and measures to help guide the Association towards achieving the ENDS. This document summarizes the three high-priority strategic issues, actions, and measures.

Five additional strategic issues are also mentioned within this plan. These issues will be kept “on the radar” of this and successive Councils, but are not currently the focus of the Association’s strategic actions and resource investments.

As the Council carries out its work of governance, we encourage the Council to consider:

- ▲ How can Council’s decisions reflect our commitment to the three strategic priorities?
- ▲ How do we manifest these three strategic priorities in the life of council, the Association, and the membership?
- ▲ What lenses and fears do we need to acknowledge that may act as barriers to our commitment to and manifestation of these strategic priorities?



Marcia R. Friesen, P.Eng.

A handwritten signature in purple ink, appearing to read 'M Friesen'.

Marcia R. Friesen, P.Eng.  
*President, 2014*



Dawn Nedohin-Macek, P.Eng.

A handwritten signature in purple ink, appearing to read 'Dawn Macek'.

Dawn Nedohin-Macek, P.Eng.  
*President, 2013*

# APEGM Vision, Mission and Purpose

## **VISION**

APEGM is the leader and a facilitator of the process that ensures excellence in engineering, geosciences and applied technology for the public of Manitoba.

## **MISSION**

To serve and protect the public interest by governing and advancing the practices of professional engineering and professional geoscience in accordance with The Engineering and Geoscientific Professions Act of Manitoba.

## **PURPOSE**

The purposes of the association are to:

1. Govern and regulate the practice of professional engineering and professional geoscience in Manitoba.
2. Promote and increase, by all lawful means and in the public interest, the knowledge, skill, and competency of its members and students in all things relating to the professions of engineering and geoscience.
3. Advocate where the public interest is at risk.

# APEGM ENDS

The Association operates using the Carver Governance Model, and therefore maintains seven ENDS that help form the foundation and direction of governing the relationship between the Council and the Association staff and provide guidance to all workings of the Association.

 exists so that...

E-1 The public interest is protected and promoted through the professional excellence of engineers and geoscientists who have the privilege to self-regulate. *More specifically, and in order of priority, this is further defined as the following 2nd level Ends*

<b>E-2</b> Members Practice with Competence and Ethical Conduct.	<b>E-3</b> Members Work Within and Value A Self-Regulating Profession.	<b>E-4</b> Government and Regulators Understand and Support the Role of APEGM.	<b>E-5</b> Under-Represented Groups that Reflect the Whole Diversity of the Public are Valued as Members.	<b>E-6</b> Educational Institutions Engage in a Mutually Supportive Relationship with APEGM.	<b>E-7</b> The Public Understands and Values the Contribution of the Professions.
<b>E-2.1</b> Students and MITs are educated and trained to a high standard.	<b>E-3.1</b> All practicing engineers and geoscientists are registered or licensed. 3.1.1 Potential members experience efficient registration or licensure. 3.1.2 Qualified professionals experience a seamless registration process across Canada and internationally.	<b>E-4.1</b> The provincial government will provide clearly defined regulatory authority.	<b>E-5.1</b> Persons from diverse groups holding qualifications that are not accredited or otherwise recognized as equivalent to the national recommendations for academic qualification are supported with appropriate policies to facilitate registration or licensure.	<b>E-6.1</b> Practitioners in emerging and traditional areas of academia are appropriately recognized as qualified for registration.	<b>E-7.1</b> The public understands the competency and ethics of practitioners.
<b>E-2.2</b> Members have opportunities for networking, professional development and the exchange of knowledge.	<b>E-3.2</b> Members are assured of effective mechanisms for promoting and enforcing compliance with the Act.	<b>E-4.2</b> Governments dialogue with the professions in developing public policy and codes and standards.	<b>E-5.2</b> Persons from diverse groups have opportunities to network & address issues.	<b>E-6.2</b> Post-secondary institutions promote registration to students and graduates.	<b>E-7.2</b> The public perceives the professions as having a leading role in protecting public interest.
	<b>E-3.3</b> Members investigate complaints and apply discipline in instances of non-compliance with the Act.	<b>E-4.3</b> Related professions and occupations agree to an integrated regulatory framework.	<b>E-5.3</b> Persons from diverse groups are encouraged to consider a career in the professions.	<b>E-6.3</b> High schools promote the professions as rewarding careers.	<b>E-7.3</b> Consumers have access to a reasonable supply of practitioners' services.
	<b>E-3.4</b> Practitioners of emerging technologies are appropriately integrated into the professions.			<b>E-6.4</b> All Manitobans have access to engineering and geosciences education.	<b>E-7.4</b> Consumers of engineering and geoscience services provide fair compensation to practitioners.
	<b>E-3.5</b> Members are engaged through effective communication.				

# Strategic Priorities

These strategic priorities were identified by Council in January 2013.

## HIGH PRIORITY STRATEGIC ISSUES:

- 1 Public Perception. This priority relates directly to END E-7
- 2 Government Relations. This priority relates directly to END E-4
- 3 Recruitment and Retention. This priority relates directly to END E-5

## OTHER STRATEGIC ISSUES:

- 4 Membership Internal Relations
- 5 Keeping Pace with Technological changes
- 6 Global Pressures Affecting Professions
- 7 Infrastructure Management
- 8 Climate Change Impact and Adaptation

## HIGH PRIORITY STRATEGIC ISSUES

### 1. PUBLIC PERCEPTION

#### *Goals*

- ▲ To improve the visibility of engineers and geoscientists and the engineering and geoscience professions to the general public.
- ▲ To build an image of the engineering and geoscience professions as vibrant, diverse, rewarding, ethical, and equitable career domains.

#### *Issues Statement*

Engineers and geoscientists tend to be invisible to the general public. Their competency and ethics are not understood and they are not visibly seen as leaders in protecting the public interest. The general public do not know the diversity of disciplines and the capabilities of engineers and geoscientists. Engineers and geoscientists are only visible “after the fact” – for example, after a large disaster such as rebuilding Haiti, the Quebec bridge collapse, or the Fukushima Daiichi nuclear reactor disaster, as well as issues that require immediate and/or ongoing engineering input such as flood forecasting and flood damage mitigation and the Winnipeg Sherbrook Pool closure. The general public will benefit from an increased understanding and awareness of the scope and role of engineering in society. Procurers of engineering services will benefit from an increased understanding the value inherent in the engineering process as it relates to proper financial and scheduling support for engineering services.

### 2. GOVERNMENT RELATIONS

#### *Goals*

- ▲ To build awareness with government and to establish the Association as a primary and expert authority on a wide range of issues relating to the professions of engineering and geoscience, regularly and consistently engaging government in order to establish the professions as trusted advisors.
- ▲ To enact this engagement with government in ways that evidence leadership, expertise, non-partisanship, prudence, and a future orientation from the engineering and geoscience professions.
- ▲ To build the provincial government’s comfort with the engineering profession, given the current evidence (winter 2014) that memory of the dispute between the engineering and architecture professions in the mid-2000s still resonates with the provincial government.

### *Issues Statement*

The engineering and geoscience professions' relationship with several levels of government includes various types of engagement. These include, but are not limited to engagement with government as clients to engineering service providers and engagement on governance matters such as the *Engineering & Geoscientific Professions Act*. The engineering and geoscience professions are not currently positioned as a trusted advisor to government and there is a low awareness of local expertise and innovation opportunities created by our members. Yet, we are extensively relied upon to develop design solutions, critical infrastructure and life-essential systems for the general public. Many of these projects managed and executed within the profession represent among the largest budget expenditures made by levels of government on behalf of the general public and represent substantial technological, social and economic development.

The Association desires to become an active, recognized, easily-understood, and trusted voice in the community on matters related to engineering and geosciences, and fulfill our mandate to regulate the professions and protect the public interest. Our first priority is to develop better relations with the provincial government; our second priority is to develop better relations with the municipal governments; and, our third priority is to develop better relations with the federal government.

The general public will benefit when there is a stronger relationship between governments and the professions, as our members can apply our expertise to serve as expert advisors to government. The public can benefit through the knowledge that when their government makes important decisions, they have relied on engineers and geoscientists to offer the most applicable expertise to such decision processes.

The Association has no desire to appear as a lobbying group or political agency. The Association should strive to be seen consistently as regulating the professions and protecting the public interest. Clear objectives and goals of the Associations initiatives in government relations must guide the execution of activities in pursuit of improved government relations.

## 3. RECRUITMENT AND RETENTION

### *Goals*

- ▲ To support the recruitment of individuals to engineering and geoscience undergraduate studies and qualifications recognition processes in numbers that reflect the diversity and make-up of society.
- ▲ To support the retention of professional engineers and professional geoscientists in professional practice.
- ▲ To support the retention of professional engineers and professional geoscientists in Manitoba.

### *Issues Statement*

The scope of the issue includes supporting and promoting the recruitment of more people to university engineering and geoscience studies as preparation for a career in professional engineering and professional geoscience, and to particularly support the recruitment of under-represented groups to university engineering and geoscience studies, including but not limited to women, Aboriginal people, international engineering graduates (IEGs, also called internationally-educated engineers) for qualifications recognition processes, and individuals re-training after a prior career outside of professional engineering or geoscience (second-career students). Further, the scope of the issue includes supporting and promoting the retention of people in rewarding professional engineering and geoscience practice until their natural and desired time of retirement.

This statement acknowledges that recruitment to and retention in university engineering and geoscience studies and retention in professional engineering and geoscience practice is – to a large degree – determined by one's personal experiences in the respective contexts. To that end, the most direct opportunities to address retention lie in the hands of the university and individual employers, respectively. Recruitment to the profession begins with one's experiences of, impressions of, and interactions with the engineering and geoscience profession and with professional engineers and professional geoscientists from childhood onward. Opportunities to impact recruitment are shared with multiple organizations and ultimately with all the Association members.

# Strategic Actions

A broad array of actions and strategic initiatives will be attempted to address the three strategic priorities over the next four years. The Executive Committee of Council brainstormed the following action items that may be used to achieve the strategic outcomes:

## 1. PUBLIC PERCEPTION

- ▲ Commencing a program of media advertisements promoting the professions.
- ▲ Create and distribute reference cards to members as a reminder of the common “talking points” for speaking about the professions
- ▲ Developing resource kits for members to use when speaking at schools, community events, at their workplaces and to MLAs and MPs
- ▲ Develop a campaign to enrich member identity, community and pride in the professions

## 2. GOVERNMENT RELATIONS

- ▲ Annual outreach and networking event for members of the legislature (MLAs).
- ▲ Prepare a regular briefing for the Minister on issues affecting the public and the professions
- ▲ Increased communications to MLAs to improve knowledge and awareness of issues relevant to public protection and good professional regulation
- ▲ Increased communications to local media on topics related to the public and the professions
- ▲ Establishing a Chief Provincial Engineer position in Manitoba

## 3. RECRUITMENT AND RETENTION

- ▲ Annual meeting with the Dean of Engineering for ongoing discussion on recruitment; proactively seeking opportunities for collaboration and partnership
- ▲ New recognition award to an employer who implements innovative recruitment and retention policies and programs resulting in a diverse workforce (of women, first nations, internationals and others in the engineering and geoscience professions)
- ▲ Engage with researchers, provide support and participate in research studies to identify local retention issues affecting persons entering the professions
- ▲ Explore potential collaborations between researchers, industry partners and funding groups (such as Engineers Canada, Geoscientists Canada and other research granting agencies)



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