

BUILD TRUST

KEEP PEOPLE SAFE

EXCEL FORWARD



TRUSTWORTHY

SAFETY

EXCELLENCE

Seeing it through




I N T E G R I T Y

What We Value

A C C O U N T A B I L I T Y

I N N O V A T I O N

S E R V I C E



Engineering and geoscience are core to our society. Wherever you look, you will see something these professions have touched—whether it’s the car you drive, the water you drink, or the smartphone you use. Professional engineers and professional geoscientists played a part.

Such critical and life-altering professions must be regulated. That’s where APEGA comes in. We license the people and the companies performing engineering and geoscience in Alberta. We ensure they are competent, ethical, and professional.

When necessary, we investigate and discipline them—part of our commitment to protect the public.

APEGA regulates more than 72,000 members and 4,600 permit-holding companies—making us the largest organization of self-regulated professionals in Western Canada. And all of this is done through member and permit dues—not tax dollars.

It’s a huge responsibility—one we’re proud the Government of Alberta has mandated to us through the *Engineering and Geoscience Professions Act*.

APEGA has served and protected the public for 99 years. Our core values of **integrity, service, accountability**, and **innovation** guide us and ensure we will continue to place the public first for years to come.

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Building a Safe and Resilient Alberta

As with any progressive organization, best practice requires reviewing and updating the strategic plan every few years. For APEGA, that year was 2019 with the release of our new plan: *Building a Safe and Resilient Alberta*.

Council and APEGA senior staff collaboratively and comprehensively analyzed APEGA's strengths, weaknesses, opportunities, and threats. This laid the foundation for a plan that would reinforce and clarify how to achieve our mandate, vision, and mission.

With three pillars to guide our work, *Regulatory Excellence, Trust and Relevance, and Performance Culture*, this plan provides clear direction with well-balanced priorities so we can better protect the public, be more relevant to our membership, and have greater accountability to government and other stakeholders.





George Eynon, P.Geo., FGC, FEC (Hon.)
President

MESSAGE FROM The President

APEGA is a regulatory agency of the Government of Alberta with a clear mandate, under the *Engineering and Geoscience Professions Act*, to protect the public interest and welfare. Only qualified and competent individuals

can become professional engineers and geoscientists. We have the privilege of self-regulation—it takes a lot of APEGA professionals to ensure anyone practising engineering or geoscience in Alberta is licensed.

“First and foremost, APEGA is a regulatory agency of the Government of Alberta. We—all 72,000 members, 4,600 permit-holding companies, and APEGA staff—have a duty to protect the public.”

APEGA’s new strategic plan released in 2019, *Building a Safe and Resilient Alberta*, is truly one of the best such documents I’ve ever seen. It establishes two major strategic priorities for APEGA: a strong commitment to *Regulatory Excellence* and maintaining the *Trust and Relevance* of our stakeholders. Underpinning all of this is a third pillar, *Performance Culture*, with a focus on collaboration among membership and staff.

Of course, a strategic plan must be operationalized to be effective. That’s why staff continuously improves APEGA’s business plan, identifying what constitutes success by setting specific objectives for each piece of the operation.

Council rose to the occasion, too. Today’s APEGA Council better understands the governance function of oversight and direction. To all those who served as

Councillors over the past several years, thank you for helping make self-regulation work well for Albertans.

Most Albertans still don’t know who we are, what we do, or why we do it! As part of our upcoming 2020 centennial, we will share with Albertans how we’ve served the public welfare for one hundred years—a century well built. We will also show them how engineering and geoscience touch every aspect of their lives. We—APEGA Council, staff, and our more than 2,200 volunteers—will continue to protect the public for the next century by building a safe and resilient Alberta.

George Eynon, P.Geo., FGC, FEC (Hon.)

President



Jay Nagendran, P.Eng., FCAE, ICD.D, FEC, FGC (Hon.)
Registrar & CEO

MESSAGE FROM The Registrar & CEO

The stories and achievements that shaped our 2019 were tied directly to APEGA's mandate of safeguarding the public welfare. We take our privilege

of self-regulation very seriously. It's a proven model that's been protecting Albertans for nearly a century, but we can't take it for granted.

We appreciate the continued trust the public and the Government of Alberta have placed in us, and we know we must always remain deserving of that trust. Because when you build trust, you can build anything.

Our efforts in 2019 focused on providing more value to the public and to our members. Over the past year, we made significant strides forward with:

- updated practice standards
- expanded practice reviews with permit-holding companies
- increased continuing professional development assessments with licensed professionals
- integrated competency-based assessments for engineering applicants

These projects and others ensured rigorous oversight of the engineering and geoscience professions.

None of this would have been possible without the support of our members—especially those who gave their time as APEGA volunteers. I am grateful for the dedication of those who served on Council, those who mentored young

people in our outreach programs, and those who sustained APEGA branches across the province.

I am also proud of our staff, who enthusiastically embraced opportunities to improve communication and collaboration with members and who increased operational efficiencies. We set the bar high, and our staff delivered.

From the start, APEGA and its membership have been committed to regulatory excellence, to adapting, to learning, and to building strength through diversity.

With our centennial in 2020, there will be no better time for us to connect with Albertans, to share our rich history, and to build a better understanding of the engineering and geoscience professions.

I am excited to celebrate our past with Albertans as we forge a stronger future together.

Jay Nagendran, P.Eng., FCAE, ICD.D, FEC, FGC (Hon.)

Registrar & Chief Executive Officer

APEGA Council

APEGA Council comprises 16 elected licensed professionals and two public members appointed by the Government of Alberta. This group provides governance and guidance to APEGA's members and staff, and it's a fundamental component of self-regulation.



Council sets the direction for APEGA, providing oversight throughout the year.

Its many responsibilities include:



Setting APEGA's strategic direction

Ensuring the responsible use of resources to effectively execute APEGA's strategic plan

Providing guidance on APEGA's function and activities

Providing organizational oversight

Making decisions that affect the professions and the membership

Council is a critical element in maintaining and enhancing self-regulation—forging the path forward as we continue to serve the public.

Regulatory Highlights

A key aspect of being the largest self-regulatory body in Western Canada is always looking ahead and scanning the horizon. APEGA must maintain the trust, relevance, and confidence Albertans have placed in us.

We must anticipate change, seek solutions, and find ways to improve our regulatory approaches. We're pleased to share a few of those achievements with you.

LEGISLATIVE REVIEW

The *Engineering and Geoscience Professions Act* is the joint legislation for APEGA and the Association of Science and Engineering Technology Professionals of Alberta (ASET). The Act has not been significantly updated for nearly 40 years. In that time, the practice of the professions has significantly changed, as has business, industry, and society.

In 2014, APEGA began a multi-year review of the legislation, which included consultations with registrants, permit-holding companies, the Government of Alberta, ASET, and other stakeholders.

In March 2019, after conversations with ASET, both parties agreed to 163 of 172 recommendations, which we sent as a joint submission to the Government of Alberta.



FAIR REGISTRATION PRACTICES ACT

In June 2019, the Government of Alberta introduced the *Fair Registration Practices Act*, which requires regulators to provide applicants with an interim decision on their application status within six months of submission. The decision can include advice on extra training or additional experience required.

APEGA's existing registration practices already meet industry best practices, including being aligned with the Government of Alberta's foreign-qualification recognition framework. We treat all APEGA applicants in a balanced and fair manner based on their qualifications, not their country of origin. In addition, APEGA continuously strives to enhance and expedite its application process without compromising public safety.

Enhancements for 2019 included:

adopting risk-based processing to accelerate academic and experience reviews

hiring additional staff members to support the application process

COUNCIL ELECTION

Maintaining a sustainable Council and self-regulatory system requires a healthy nomination and election process. That's why we seek each year to improve the voting experience and increase engagement in this important activity.

In 2019, we switched to a third-party provider, which enabled licensed professionals to securely and seamlessly connect to the voting module through our Member Self-Service Centre. This eliminated the need for a personal identification number and a separate login.

Another enhancement was our Coffee & Conversation events in Edmonton and Calgary. These casual sessions gave attendees an opportunity to speak with candidates about their platforms, their backgrounds, and their reasons for running for Council.

With a four per cent increase in participation in 2019 compared to 2018, we believe voters found these enhancements valuable. We also had more licensed professionals step forward to run for Council—showing a desire to volunteer their time and give back to the professions while guiding APEGA into the next century of public safety and well-being.

Becoming Licensed

Registration is a critical component of APEGA's service to the public interest. With thousands of applicants each year, we protect public safety by licensing only qualified, competent, and ethical individuals to practice engineering or geoscience in Alberta. Albertans trust us to keep them safe.

APEGA's Registration Department works collaboratively with our Board of Examiners to establish admission standards, policies, and processes. We also review applications to ensure fair and objective decisions.

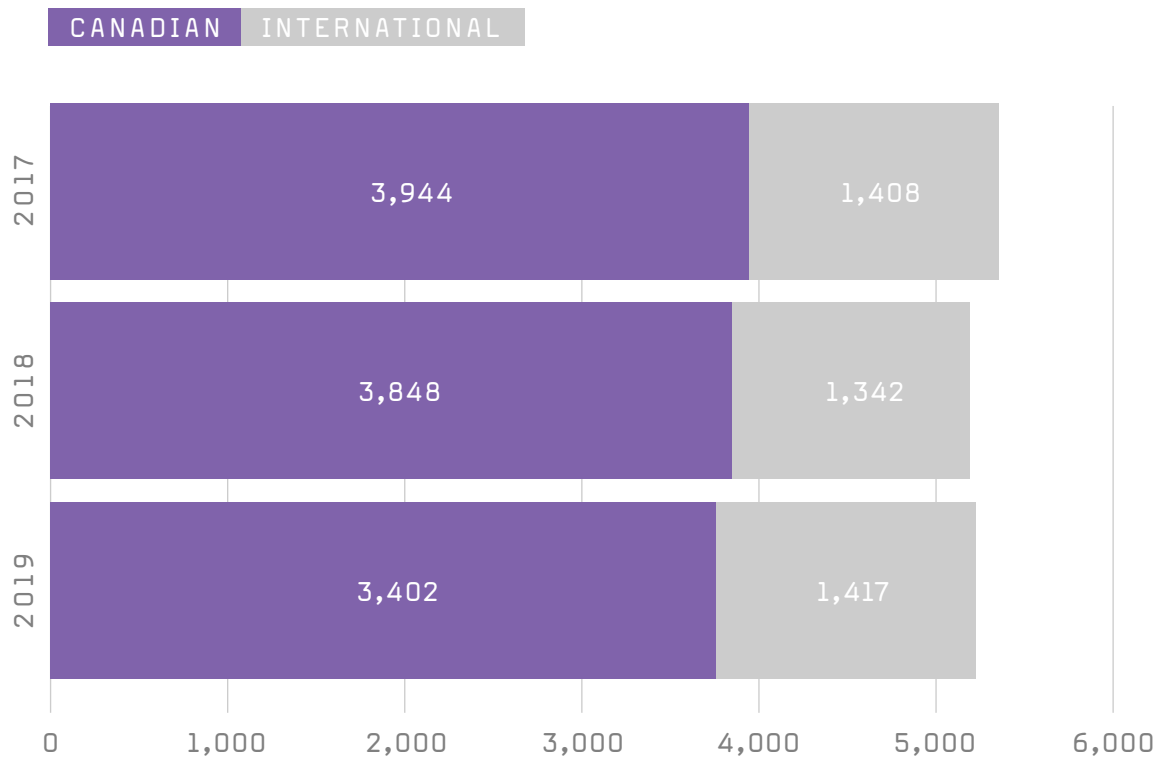
We know applicants are pursuing a life-changing transition. It's a big deal, and we get that. We treat our potential

registrants with respect. We honour their needs and dreams by processing their applications honestly, fairly, and as promptly as possible, while maintaining the necessary standards to build a safe and resilient Alberta.

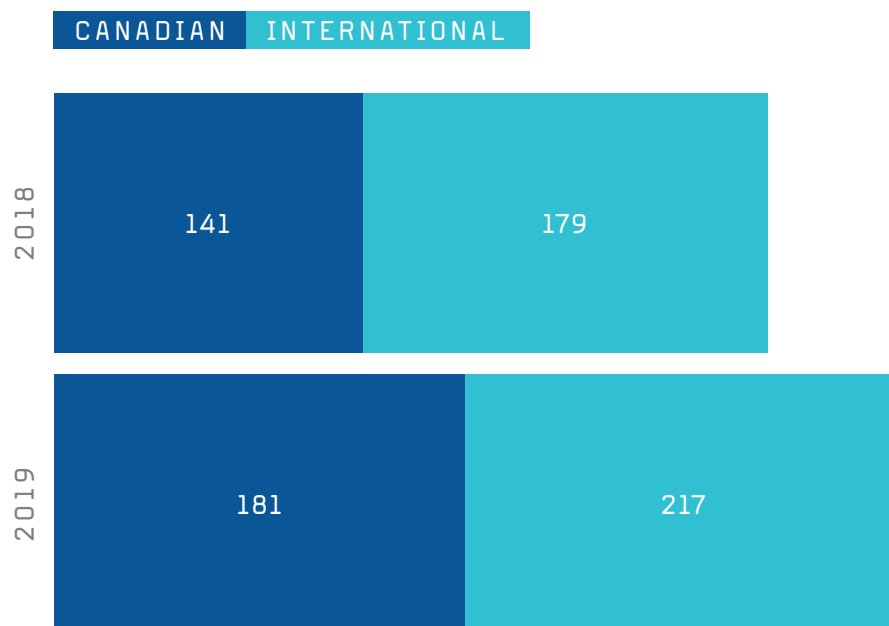
Many of our applicants are from outside Canada, and APEGA is committed to eliminating barriers for these internationally trained applicants. We are the only engineering and geoscience regulator in Canada to have a full-time International Qualifications Officer solely focused on outreach and support for foreign professionals seeking licensure.



VOLUME OF APPLICANTS: CANADIAN VS. INTERNATIONAL



APPLICATION PROCESSING TIMES: MEDIAN* DAYS



* MEDIAN IS USED BECAUSE THE MEAN (AVERAGE) PROCESSING TIMES FOR INTERNATIONAL APPLICANTS IS HIGHLY SKEWED.

Competency-Based Assessment

“Being able to list the competencies you have...makes finding a fit in a job easier for both employer and employee.”

—Janet Lane & Naomi Christensen,
Competence is the Best Credential, Canada West Foundation

APEGA uses a competency-based assessment (CBA) tool to enable engineering applicants to measure and explain their work experience. This objective and quantifiable method is particularly suited to recognizing experience gained outside of Canada, and it mitigates traditional barriers faced by internationally trained applicants. CBA assists in recognizing formal and informal adult learning by basing work experience on the tasks, skills, and knowledge necessary to independently practise engineering.

After implementing CBA in May 2018, we noticed the median application-processing time increased by 40 days.

Improvements we made in 2019 to reduce this included:

using a single reviewer for low-risk applications. Originally, we used two examiners to review applications. After gaining experience with using CBA, we confidently reduced this to one reviewer for low-risk applications.

allowing deferrals. The number of refused applications increased to 12 per cent from 2 per cent due to deficiencies in the applications. We changed the process to allow deferrals and provided applicants with information on how to address the deficiencies.

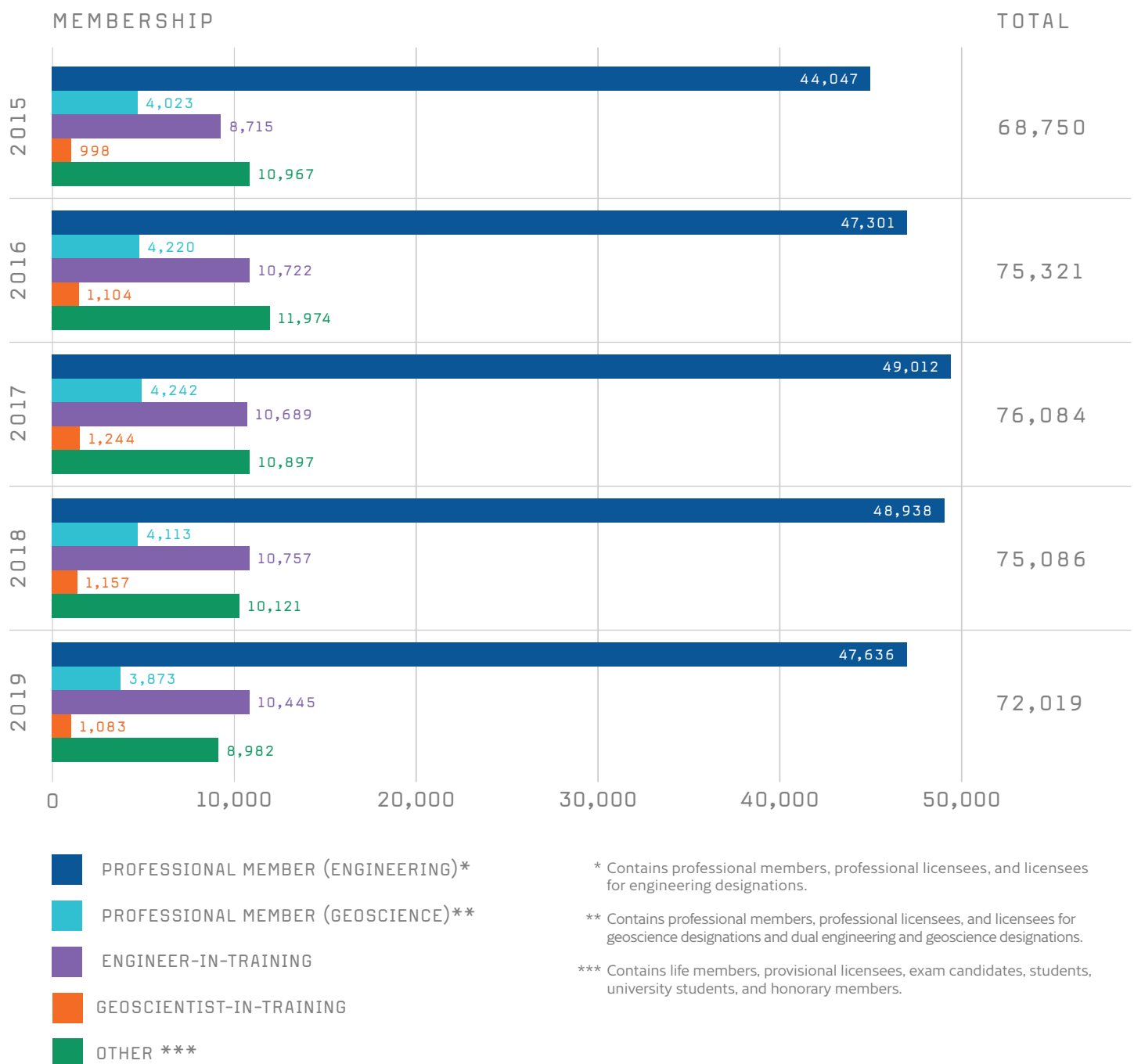
In 2020, we will continue to improve the efficiency of our CBA system and include competencies for geoscience applicants.



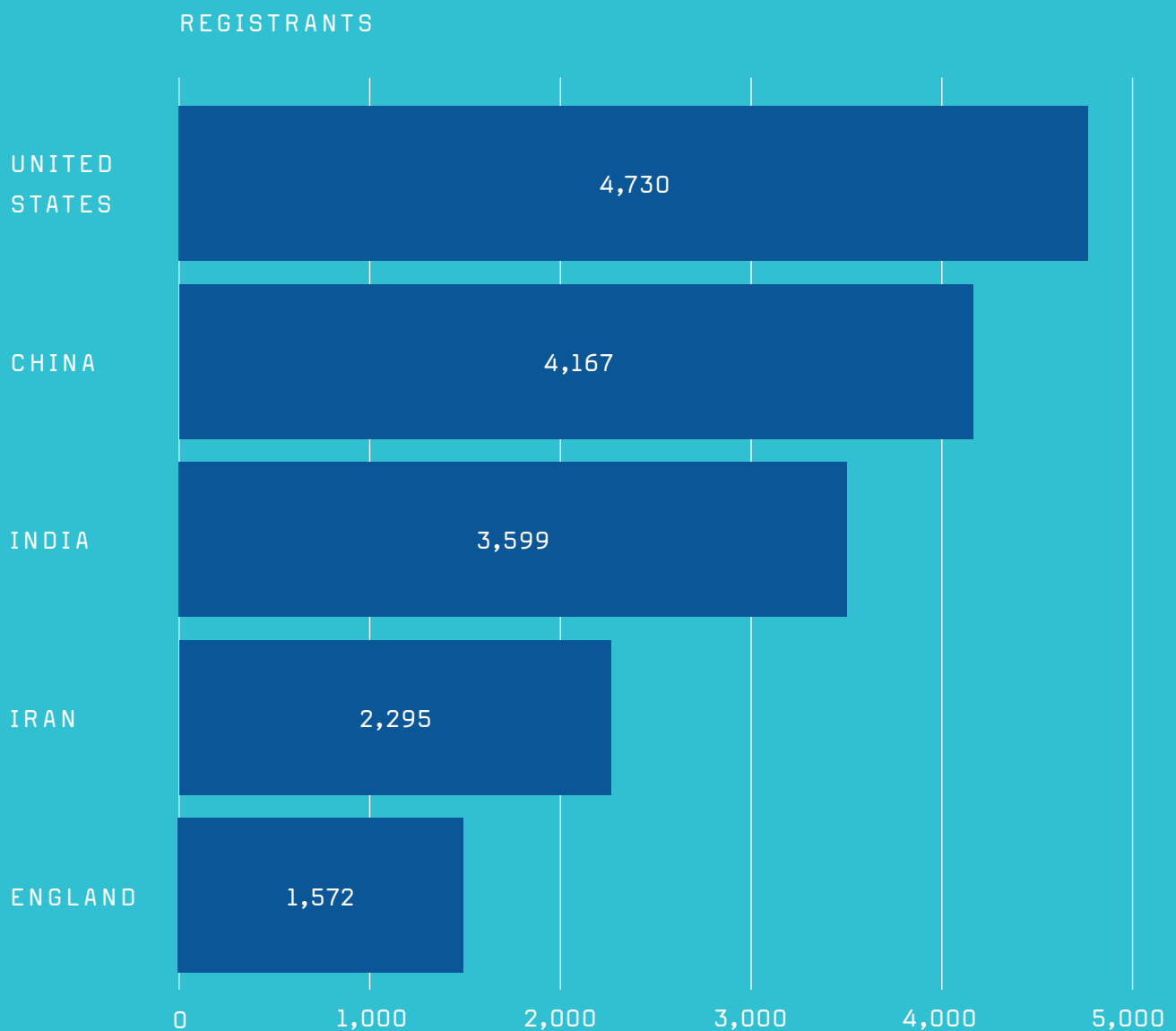
Our Membership

In 2019, we licensed 1,735 individuals, granting them the privilege to independently practise their profession. Of those, 982 were educated in Canada, and 753 were internationally educated.

The fluctuating economy during the past few years has reduced our number of members. However, permit-holding companies have remained steady, averaging 4,592 over the past five years. In 2019, 4,584 companies had permits to perform engineering or geoscience work in Alberta.



TOP FIVE COUNTRIES OF INTERNATIONALLY TRAINED REGISTRANTS



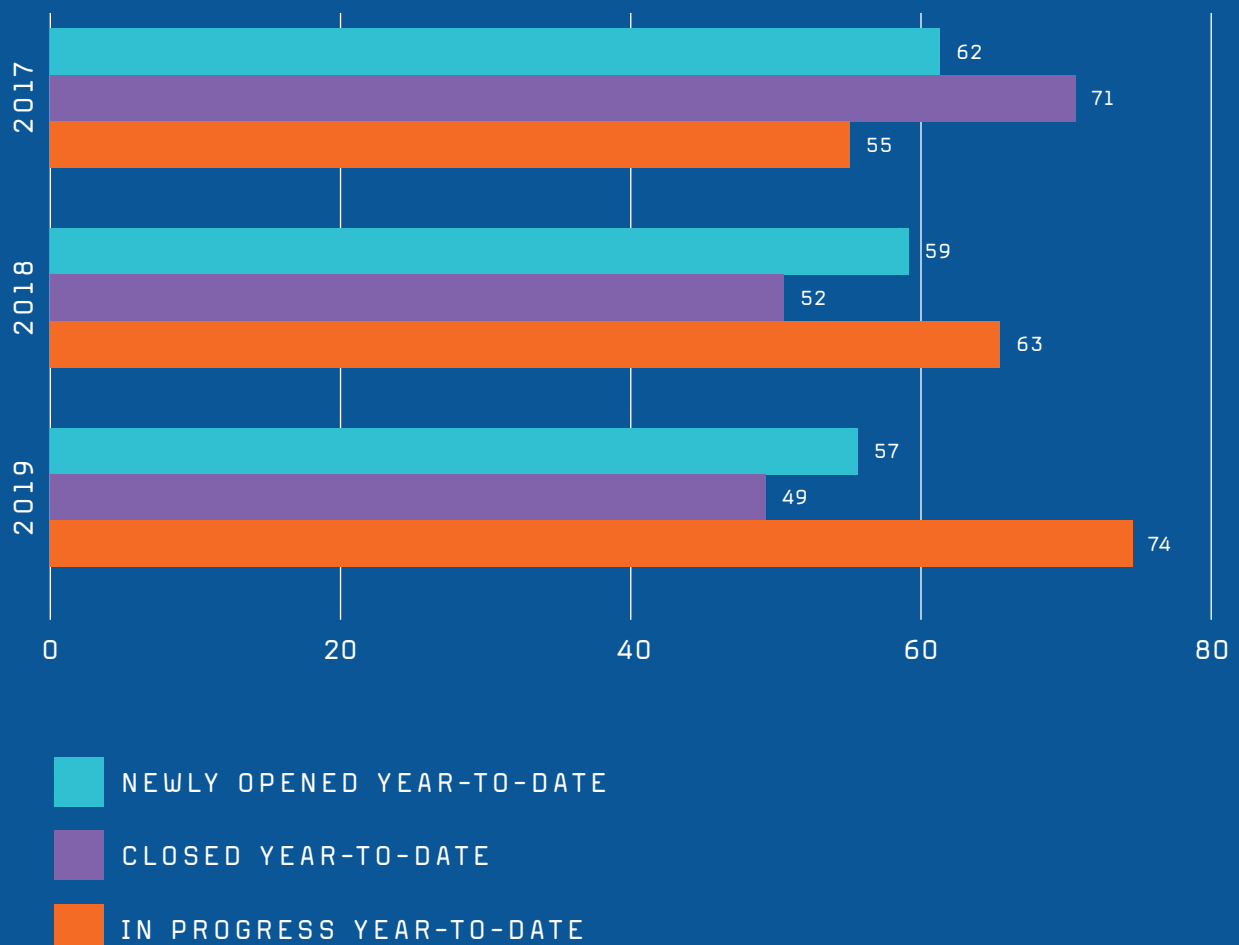
Investigations

Through the *Engineering and Geoscience Professions Act*, APEGA has the authority to investigate unprofessional conduct and unskilled practice for engineering and geoscience in Alberta.

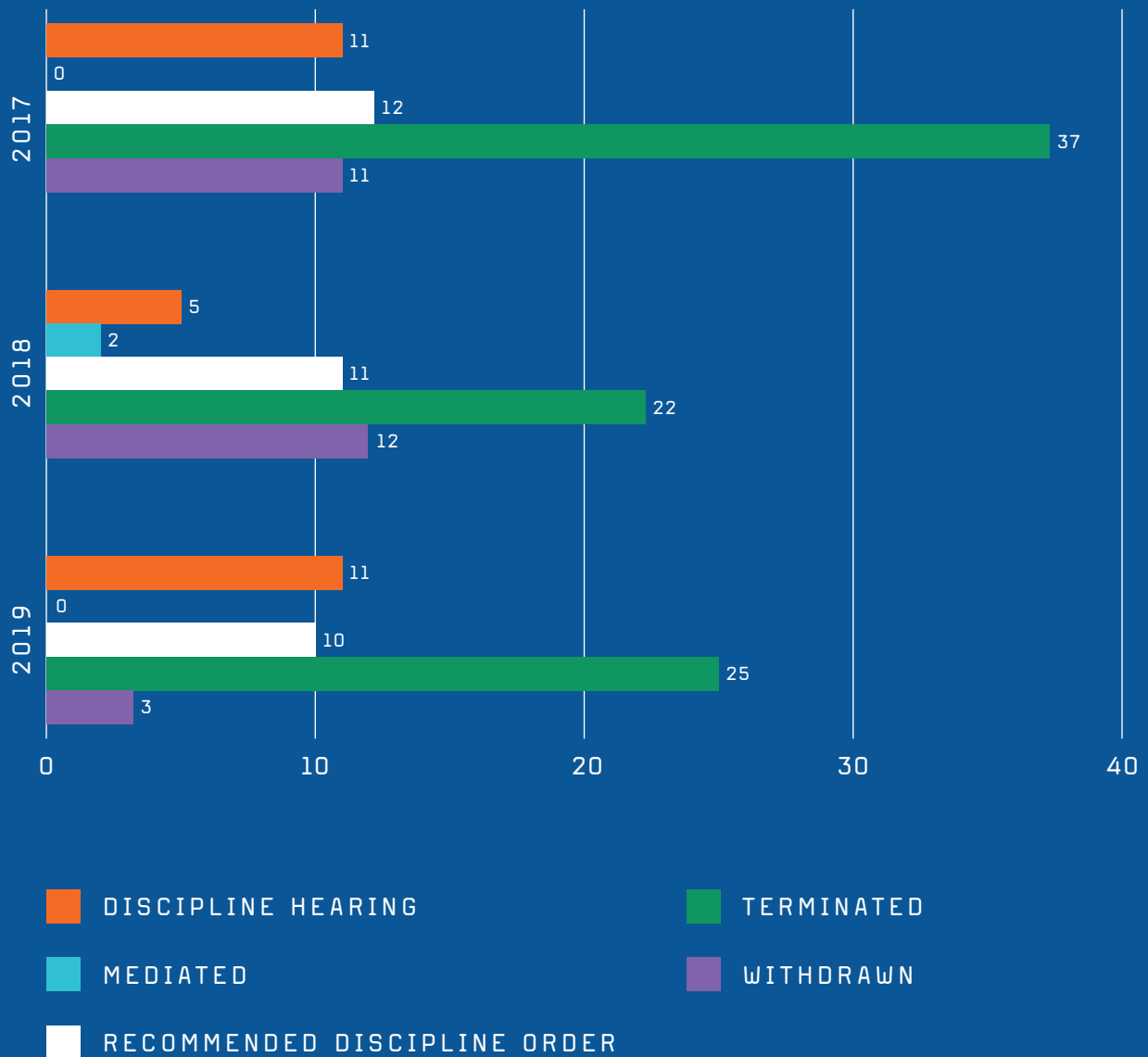
When we receive written complaints against registrants or permit-holding companies, the Investigations

Department, together with the Investigative Committee, decides whether a complaint has sufficient grounds to proceed further in the discipline process. This protects the public from unskilled and unprofessional engineering and geoscience practices.

INVESTIGATIONS AT YEAR-END



CLOSED CASES



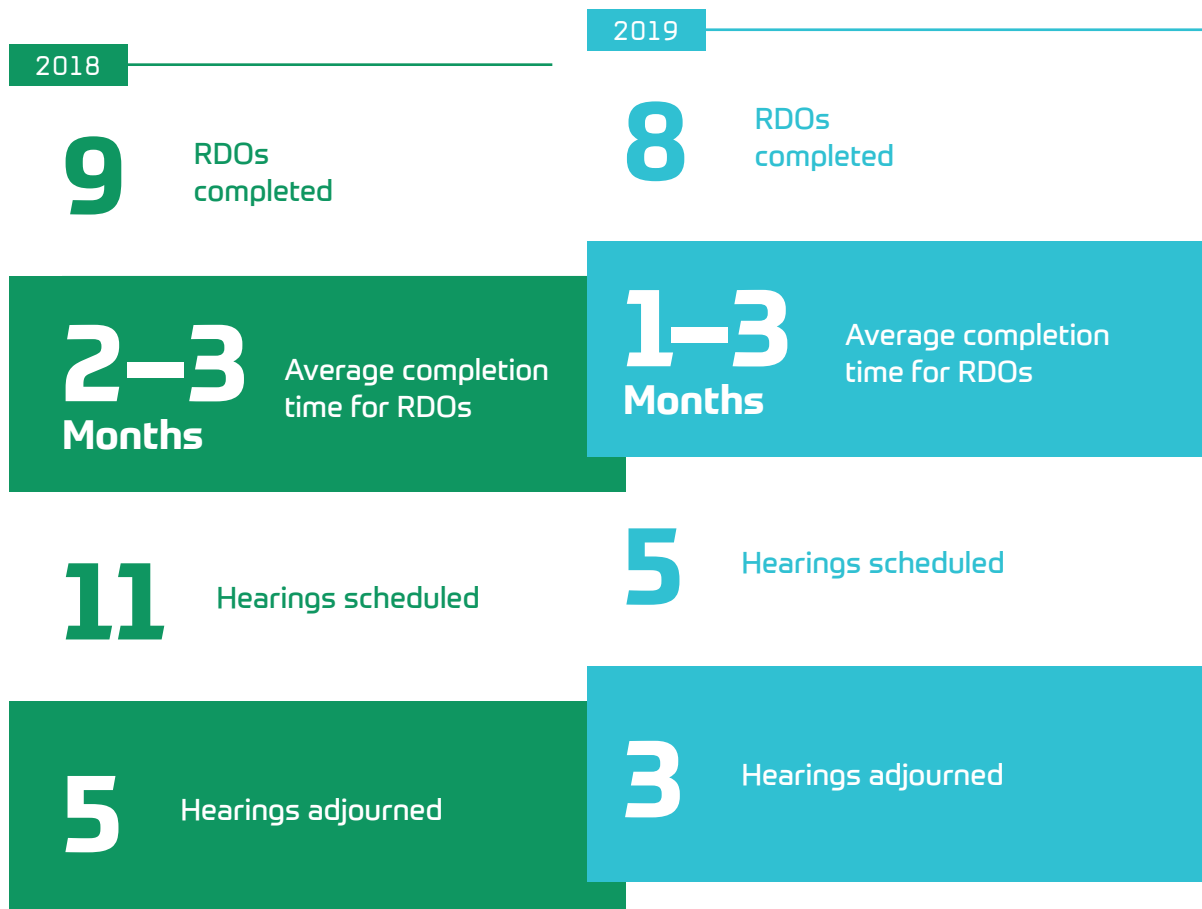
For 2019, the median number of days to close a case was 369.

Enforcement

DISCIPLINE DEPARTMENT

We ensure registrants and permit-holding companies follow the Code of Ethics as outlined in the *Engineering and Geoscience Professions Act* and do not behave in a way detrimental to the best interests of the public.

APEGA holds accountable registrants and permit-holding companies found guilty of unskilled practice or unprofessional conduct. Those under investigation with charges brought forward can proceed with either a recommended discipline order (RDO) or a hearing. An RDO is an agreed-to order between APEGA and the registrant or company under investigation. If an investigated registrant or company agrees to the findings and disciplinary actions in the RDO, a formal hearing is unnecessary.



COMPLIANCE DEPARTMENT

We detect, investigate, and act to limit those who illegally claim to be professional engineers and professional geoscientists or who are illegally practising engineering or geoscience. This ensures only properly qualified and licensed professionals serve the public.

3 of 3 Cases* successful in the courts

425 Cases closed

394 Outstanding cases

78 Active cases

13 Cases with legal counsel, pending possible court action

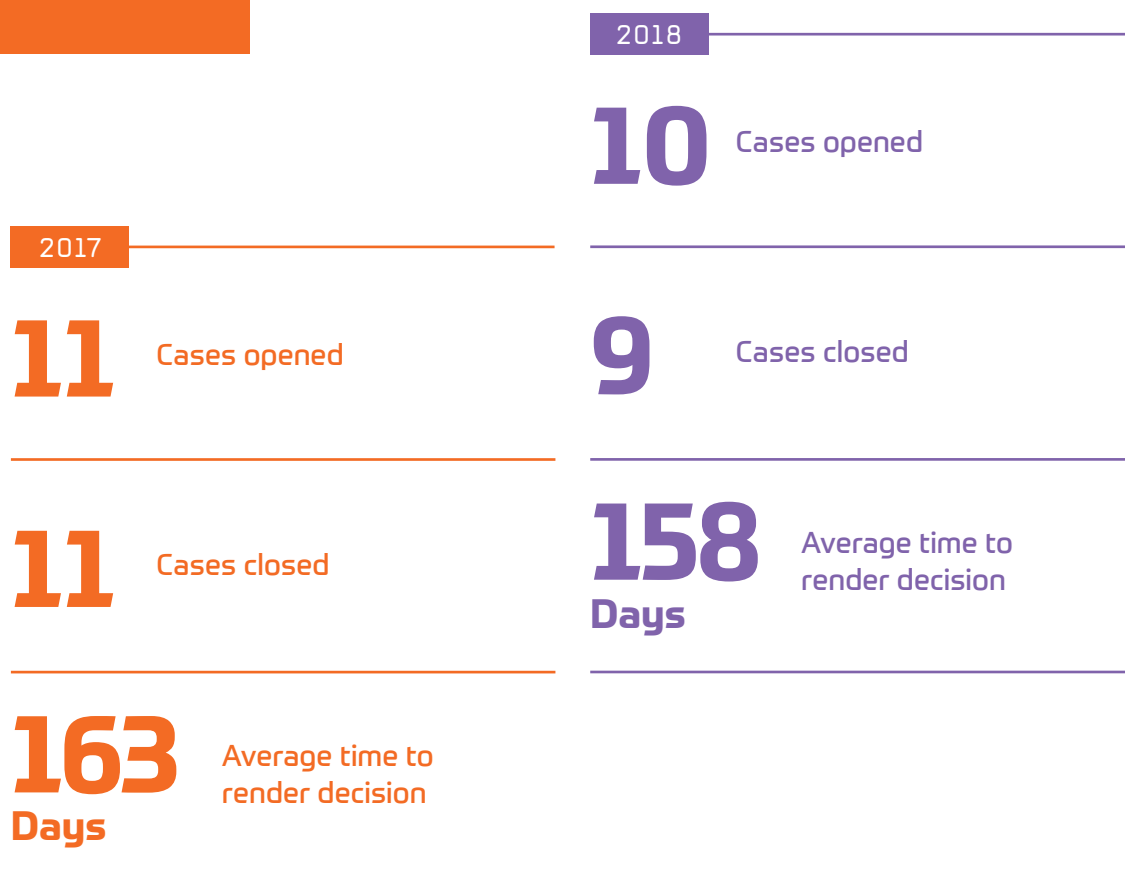
*These cases included the financial services and software services industries.

Appeal Board

The APEGA Appeal Board provides the public and disciplined registrants with independent review of decisions. In accordance with the *Engineering and Geoscience Professions Act*, the Appeal Board reviews the decisions and actions of the Discipline Committee, the Practice Review Board, the Investigative Committee, and the Board of Examiners.

The Appeal Board handles appeals regarding registration refusals, investigative dismissals, and discipline decisions.

In 2020, we will provide additional regulatory training to assist our statutory board volunteers in processing appeals.



2019

17 Cases opened**12** In-progress cases**

DECISION OUTCOMES

11 Cases closed***256** Average time to
render decision
Days**6** Decisions upheld**3** Appeals withdrawn**1** Decision modified**1** Decision overturned

* 1 from 2017, 5 from 2018, and 5 from 2019

** All opened in 2019

Joint Boards

APEGA protects the public by jointly regulating professional technologists with the Association of Science and Engineering Technology Professionals of Alberta (ASET). Together, we manage:

Registration practices

A professional discipline system

Continuing professional development

Practice reviews of practising professional technologists

Each joint board has equal representation from APEGA and ASET. These members are licensed professionals who volunteer to sit on the boards.



Examinations

APEGA is a national leader in the development and continuous improvement of the National Professional Practice Examination (NPPE), which is used by most of the engineering and geoscience regulators in Canada.

APEGA delivers about 7,000 exams per year. These psychometrically defensible exams* ensure applicants for licensure are adequately knowledgeable about professional practice, regulations, law, and ethics. Passing the exam is a requirement for professional licensure in Canada.

Several enhancements to the NPPE program occurred in 2019.

We held multiple online and face-to-face collaboration and training opportunities for the licensed professionals who volunteer to write the questions. These events help ensure the NPPE program is valid, reliable, and fair for all applicants.

We negotiated a new contract, effective in 2020, with our NPPE administration vendor to enhance service and expand testing locations. Preferential pricing terms were also secured, which enabled APEGA to significantly reduce fees for international applicants taking the NPPE outside of Canada.

After discussions with the other Canadian engineering and geoscience regulators, another jurisdiction will likely join the program in 2020. This will significantly grow the national scope of the NPPE program.

* Psychometrics is the science of designing, planning, and implementing defensible exams. If an exam program follows psychometric best practices, the program will be fair, valid, and reliable.

Professional Practice

APEGA's Professional Practice Department educates and reviews licensed professionals and permit-holding companies on their professional, technical, and ethical obligations. In 2019, we connected with more than 38,000 registrants to assist them in improving their practices and protection of the public. We also performed continuing professional development audits and practice reviews to verify the obligations of registrants were being met.

PRACTICE REVIEWS

A professional practice review is a thorough review of how a permit-holding company practises engineering or geoscience. This review covers many areas, including the company's Professional Practice Management Plan; its processes for authenticating professional work products, outsourcing, and quality control; its management of professional and technical resources; and its management of professional documents.

63

PRACTICE REVIEWS

27

COMPLETED

36

IN PROGRESS

In addition to on-site practice reviews, we provided guidance to licensed professionals and permit-holding companies. In 2019, we had an increase in the number of companies seeking our advice on their engineering or geoscience practices to ensure they were meeting their regulatory

obligations. We also heard from some companies that they're now requiring their contract agencies to have Professional Practice Management Plans in place. These actions indicate we are driving positive change as we strive to better protect the public and educate our membership.

PRACTICE STANDARDS

Practice standards give licensed professionals clarity and direction while increasing the quality of the work they do. This provides tangible value to licensed professionals and the public. In 2018, we modernized our

Authenticating Professional Work Products practice standard by adding sections on outsourcing and digital signatures. In 2019, we developed online training videos so licensed professionals would understand this mandatory aspect of their practice.

2,630 registrants
completed the training with
another **2,607** in progress

CONTINUING PROFESSIONAL DEVELOPMENT PROGRAM

Our mandatory Continuing Professional Development (CPD) Program is the keystone in demonstrating APEGA's commitment to maintaining the competency of our licensed professionals. The Professional Practice Department educates licensed professionals and reinforces the importance of doing and recording ongoing learning as a critical component of self-regulation and professional due diligence.

Licensed professionals must report professional development hours in three of six CPD categories each year and complete 240 hours over three years. In 2019, APEGA contacted 9,974 members—about 17 per cent of the professional membership—regarding compliance. Of those, we reviewed 112 submissions in detail, and we cancelled 75 licences for failure to comply with the CPD Program.



Operational Highlights

APEGA believes good regulation includes providing members, permit-holding companies, and staff with trusted programs, services, and tools to create and maintain a successful career and balanced life.

MEMBER BENEFITS

APEGA provides a variety of member benefits and service discounts to enrich the member experience. In 2019, more than 15,000 members used at least one of our member benefits, such as personal and professional insurance and travel discounts.

MEMBERSHIP EXPERIENCE PROGRAM

Our Membership Experience Program is transforming the way we interact with our members and permit-holding companies. Making it simpler and easier for them to understand and comply with their obligations will raise satisfaction and drive increased regulatory excellence, in turn making Alberta safer and more resilient.

Progress from 2018 continued in 2019 with the development of a plan to combine the functions of the member and company self-service centres within a single portal—myAPEGA—which is scheduled to be implemented in 2020.

This modern and scalable solution will include:

an online annual declaration, acknowledging regulatory obligations, customized by membership type and practising status—ensuring member data are current and accurate

a continuing professional development tool to track and report activities proactively throughout the year

online invoices, dues payments, receipts, and digital member cards

customized dashboards and notifications for applicants, members, and companies

self-serve options for managing personal and company information and to change designations

automated workflow for chief operating officers and Responsible Members of permit-holding companies

online purchasing of stamps and certificates

Voice of Our Stakeholders

Brand awareness is important to all organizations—APEGA is no different. It's important our stakeholders understand who we are, what we do, and why we do it. This need emerged as a top priority during our strategic planning cycle.

Overall, members are proud of their profession (85%) and are satisfied with APEGA (63%). However, knowledge about APEGA and our processes, as well as members' regulatory obligations, are lower than we would like. From the members' perspective, the top

“APEGA balances all different aspects of the organization very well, from regulation to enforcement, membership entry to CPD and member benefits for the group.”

— Member survey respondent

two areas they would like APEGA to improve on are “helping members more” (63%) and “doing public relations” about the professions (51%). These will be areas of focus for 2020.

We knew we needed to expand our efforts. However, we first needed to know the perceptions and needs of our stakeholders prior to launching a public awareness campaign. Given we had not conducted market research in more than five years, in 2019, we surveyed members, municipalities, and the public to understand each group's needs, levels of awareness, and understanding of the value APEGA provides.

Using representative samples, more than 15,000 (26%) members and more than 1,300 public participants responded, giving us statistically relevant results.

Feedback from the public and municipalities showed they trust our members as much as they trust other regulated professionals. Yet, they generally don't think about engineers and geoscientists, because they have no cause to do so. We have been keeping the public safe.

KEY RESULTS FROM MEMBERS

7/10 members who have volunteered generally enjoyed it, found it fulfilling, and plan to do so again.

1/9 volunteered in 2019.

51% of members believe APEGA should focus more on its capacity as a member-supporting organization

vs.

35% who believe we should focus more on our capacity as a regulator.

Members support a member-in-training development program more than any of the other possible new services.

About **1/12** members rate themselves as being engaged with APEGA.

Geoscience members lagged slightly behind engineering members in many areas, including pride of profession, pride of APEGA membership, and level of engagement.

KEY RESULTS FROM THE PUBLIC & MUNICIPALITIES

Although many Albertans know what APEGA is, fewer understand what APEGA does or APEGA's role in protecting public safety.

Engineers are more top-of-mind with Albertans than geoscientists:

47% vs. **3%**

Municipal employees have a strong awareness of the work professional engineers and geoscientists do, but a lesser awareness of what APEGA does.

About **1/3** of Albertans knows the correct designation for professional engineers, and **1/10** for professional geoscientists.

Outreach

APEGA actively participates in the sustainability of the engineering and geoscience professions by engaging with children and young adults to spark and nurture their curiosity in science, technology, engineering, and math (STEM) with a specific focus on the engineering and geoscience fields. These will be the next generation of professional engineers and geoscientists who will be critical to Alberta's economy.

KINDERGARTEN TO GRADE 12

Encouraging children to consider engineering or geoscience as a profession means talking to them early and often. Our Outreach Department holds hands-on, engaging events showing how exciting and inspiring a STEM career can be.

We're especially proud of our APEGA Science Olympics, which are held across the province. These engage more than 1,800 students, and many have almost 50 per cent female participation.

Year	Events	Students
2017	31	2,934
2018	36	3,481
2019	35	3,653

“I forgot how much I enjoyed science and why I got into engineering in the first place. Teaching the kids and seeing their enthusiasm to teach their friends was inspiring.”

— Jill H., P.Eng., Science Olympics volunteer



“I think it was a great allocation of funding since it brought my son perspectives on the careers he could pursue while tying it all back to the textbook.”

— Professional engineer and parent

INNOVATION IN EDUCATION AWARDS

APEGA supports and advances the work of exceptional teachers and their STEM initiatives through our Innovation in Education Awards. Each year, we award up to 10 grants of \$5,000 for hands-on, student-led projects that use engineering or geoscience to benefit the community.

In 2019, we selected the following projects:

- Students will create a device that supports the independence of the residents of a local nursing home.
- Students will build a robot that can semi-autonomously identify and dispose of hazardous waste (e.g., needles) without putting the operator at risk.
- Working with a local environmental-assessment company, students will assess water and soil quality and natural habitat conditions. They will present their research to their city council.
- Students will prototype hydroponic-growing systems to meet the needs of different community organizations (two projects).
- As part of a water-usage and water-conservation project, students will prototype rain-collection systems.

UNIVERSITIES

At the university level, our focus shifts to showing engineering and geoscience students the ethical and regulatory requirements to becoming licensed professionals in Alberta.

We also host events providing practical advice on entering the workforce, such as résumé reviews, mock interviews, and industry mixers.

Year	Events	Students
2017	19	852
2018	22	889
2019	20	840

Diversity & Inclusion

APEGA encourages a business culture of belonging, inclusion, and diversity for equity within the engineering and geoscience professions. As part of that, we aim to increase the representation of women in the engineering and geoscience professions to 30 per cent by 2030.

In 2018, the Department of Women and Gender Equality awarded APEGA with a three-year, \$350,000 grant to build partnerships

to address systemic barriers facing female engineering and geoscience professionals.

Our 2019 work on this project involved consulting with APEGA members of all genders regarding their perceptions, knowledge, and experiences regarding such barriers. This consultation included a survey on workplace culture, which received 2,765 responses, 900 of which were submitted within the first 24 hours!

RESPONDENTS:

1,226 females (44%)

1,509 males (55%)

30 self-described (1%)

Our next steps include working with five permit-holding companies to pilot our recommendations for one year, then publishing a workplace-culture guideline as a resource for all companies interested in removing these barriers.

“It felt so good to get some things off our chests, to know that we weren't alone, to feel like we were being heard. It's so exciting to know that something is being done about this.”

— Anonymous survey respondent

Career Services

APEGA provides members with professional development, mentoring, and career resources to support them in becoming well-rounded professionals and understanding their regulatory obligations.

PROFESSIONAL DEVELOPMENT

Our professional development (PD) opportunities focus on our members-in-training, professional members, and unemployed members.

As new members to the professions, engaging members-in-training (M.I.T.s) early and often is key to supporting them in developing successful careers.

In October, we held our first M.I.T. bootcamp, which focused on regulatory, career, and business topics for emerging professionals. Based on the positive feedback, we will expand

this to an Emerging Professionals Conference in 2020 that will include university students.

We also enhanced our offerings to provide members with a broader selection of regulatory PD sessions.

With the economic downturn still affecting many of our members, we developed sessions focused on helping members find employment, and we offered discounts to unemployed members for all of our PD sessions.

MENTORING

Recognizing that many do not have the time to commit to a formal, one-year mentoring program, we expanded the program to offer shorter and informal mentoring opportunities, such as networking events, rapid resumé reviews, and mock interviews. These have been met with positive feedback, encouraging us to expand them in 2020.

As many of our applicants are newcomers to Canada, we partnered with the Bredin Centre for Learning to connect with these future members. In November, we hosted a panel of internationally trained APEGA professionals to share their experiences and provide advice on adjusting to the professional landscape in Alberta.

Our Volunteers

Volunteers are behind almost everything APEGA does. They perform functions essential to our role as a regulator. Every examination taken, application reviewed, and practice review conducted includes the work of volunteers. Their dedication to give back to their profession is the definition of self-regulation. They also sustain the professions by engaging future professionals through our K-12 and university outreach programs.

Ensuring the sustainability of our volunteer base is critical. We laid

the groundwork by creating a new recruitment flow for the statutory boards and committees. This streamlined the process and successfully delivered quality candidates for APEGA's boards and committees, including the Appeal Board, Discipline Committee, and Investigative Committee. We also outlined the business requirements of a volunteer management system to further enhance the volunteer experience and our ability to expand the volunteer program.

**“I’ve always been drawn to APEGA,
and I really believe in what it does and
what it stands for.”**

— Jason K., P.Geo., Enforcement Review Committee volunteer

**“I got to see the excitement children have
for rocks and fossils when I told them
what they are and where they might
have come from.”**

— Tyler H., P.Geol., Rock & Fossil Clinic volunteer

2019 volunteer opportunities: **2,275**

Total hours: **56,556**

Board of Examiners volunteers averaged **215** hours
each to review licensure applications

73% of the volunteer hours were for statutory functions

If all APEGA volunteers were paid **\$20** per hour,
it would cost APEGA **\$1.3** million.

Summit Awards



Nader Mahinpey, P.Eng., PhD, receiving the Research Excellence Award

The APEGA Summit Awards Gala honours high achievers among our membership and recognizes their contributions to the public and the engineering and geoscience professions. The gala is held each April in conjunction with our annual general meeting.



President Nima Dorjee, P.Eng., presenting the Women in Engineering and Geoscience Champion Award to the Canadian Coalition of Women in Engineering, Science, Trades and Technology 2018 Conference Steering Committee

Centennial Leadership Award

Nigel Shrive, P.Eng., PhD, for decades of leadership and innovation in the masonry and biomedical engineering fields

Community Service Award

Russell Wlad, P.Eng., for his exceptional fundraising efforts in central Alberta

Early Accomplishment Award

Jordan Johnsen, P.Eng., for his quick advancement in the engineering community, becoming the youngest executive of Canada's largest condensate producer

Environment and Sustainability Award

Jeff Rent, P.Eng., for his commitment to eco-friendly and sustainable building design

Excellence in Education Award

Clayton Deutsch, P.Eng., PhD, for his commendable student ratings and steadfast dedication to educating the professionals of tomorrow

Frank Spragins Technical Award

Ian Gates, P.Eng., PhD, for his creation of self-sealing pellets of bitumen—a potential game-changer for the energy industry

Outstanding Mentor Award

Ayodeji Jeje, P.Eng., PhD, for the compassion he extends to all students, including the support of one student through a personal tragedy

Project Achievement Award

North Red Deer Regional Wastewater System for its sustainable, state-of-the-art design and innovative approach to water treatment

Research Excellence Award

Nader Mahinpey, P.Eng., PhD, for his innovative research in reducing Alberta's greenhouse gas emissions

Women in Engineering and Geoscience Champion Award

Canadian Coalition of Women in Engineering, Science, Trades and Technology 2018 Conference Steering Committee for empowering and supporting women in science, engineering, trades, and technology



PEOPLE & CULTURE

We completed our People & Culture initiative, which included performing a marketplace evaluation, updating all job descriptions, and creating job families and salary bands across

the organization to build consistency and equity. We also introduced competencies, which describe the technical and behavioural skills necessary for each role.

EMPLOYEE ENGAGEMENT SURVEY

At APEGA, we believe in a positive workplace environment and welcoming culture for all staff. To gauge this, we conduct an employee engagement survey every two years using a third-party provider.

In 2019, 96 per cent of staff completed the survey with an overall engagement score

of 71 per cent—an 11 per cent increase from 2017. We are pleased our efforts over the past two years have made a significant difference, and we will continue to make meaningful workplace improvements towards greater engagement. Because with an engaged workforce, we can accomplish anything.

FINANCE

Our finance and business planning teams integrated our efforts in 2019 to develop clear alignment between our business plans and our operating budgets. This resulted in a stronger focus on goals supporting APEGA's strategic plan. To ensure the financial viability of this planning, we developed rolling, three-year financial statements.

Another enhancement supported our members' desire to move more systems online and reduce paper processes. We introduced an online and mobile-app expense management system, which enabled us to reimburse staff and volunteer expenses faster.

INFORMATION TECHNOLOGY

The Information Technology (IT) Department supports all aspects of APEGA business. Work in 2019 augmented the stability, availability, and modernization of key systems, including SharePoint, Teams, automated workflows, and analytics. Investments in enterprise-grade technologies equipped staff to work locally and remotely by seamlessly and securely accessing synchronized information.

A focus of IT has been to provide responsive service and business value to members, permit-holding companies, volunteers, and internal business units. Team building through open communication and collaboration, professional development, and certifications—particularly of core technologies—have further aligned IT resources to business applications and delivery of core business.

Continued enhancement of cybersecurity-protection protocols, coupled with internal awareness and sophistication in handling threats (e.g., phishing, malware), positioned APEGA in a proactive stance. In addition, the team developed and tested a security-incident response plan and confirmed disaster recovery and business continuity readiness.

Data governance work focused on the integrity, quality, and security of our data, and records management developed a records-retention schedule for physical and electronic information assets.

Looking forward, IT intends to leverage data governance and data management work to assess how artificial intelligence and data science may assist regulatory efforts to protect the public.

Public Member Reports

COUNCIL

The year 2019 was a productive one for APEGA and for Council. A strategic planning session was held in early spring, resulting in a robust strategic plan intended to take APEGA well into the next 100 years.

We are pleased to see that the first priority is a commitment to regulatory excellence focused on protection of the public. The right for professionals to have self-regulation is important, but APEGA must demonstrate this is done on behalf of the public—not in the interest of the regulated professional. This requires trust that APEGA's management of this role is pursued from a public and a membership perspective, which is also a priority of the plan.

Organizational performance is another priority, and it focuses on activities that will cause APEGA to be seen as a leader in regulating the professions of engineering and geoscience. This includes being engaged in activities that ensure legislative compliance of our members.

We believe APEGA senior leaders are putting detailed processes and qualified individuals in place to actively pursue these obligations. They also recognize the significant challenges from the public and from the government on professional regulation. Positive steps have been taken to reduce lengthy process timeframes to meet various regulatory requirements, and we are confident this will continue to improve over time.

We are also encouraged by the number of volunteers currently engaged in providing support and services to APEGA and its membership, particularly through statutory committees, and we support the effort necessary to make changes to ensure this continues to expand into the future.

Positive steps towards necessary legislative change also occurred in 2019. Updating the *Engineering and Geoscience Professions Act* is long overdue. We appreciate the persistent efforts of Council and the leadership team to move this forward. Council and the leadership team recognize there are significant changes and challenges in industries affecting the membership, and they recognize the possible impact these will have as APEGA moves forward.

As we approach APEGA's centennial in 2020 to celebrate the contributions made to the province, the professions, and the membership, we look forward to recognizing past successes and focusing on increased public recognition, confidence, and trust as APEGA embarks on another productive 100 years of a century well built.

Respectfully submitted,

Mary Phillips-Rickey, FCA, FCPA

Georgeann Wilkin, RN, LL.B

Public Members

BOARD OF EXAMINERS

Public members serve on the Board of Examiners (BOE) to protect the public's interests by attempting to ensure the process for registration is fair and unbiased, and that assessments are valid and reliable.

For the BOE, 2019 stands as a milestone year. It is the first full year the BOE used the competency-based assessment (CBA) model for assessing the work experience of all engineering applicants.

To be expected with a change of this magnitude, there have been many challenges. As a result, the BOE and staff have worked to adjust policies and procedures based on early experiences using CBA. Work is proceeding on reviewing and updating related APEGA bulletins and policies. Some of the policies the BOE approved in 2019 included *Positions on References and Validators for CBA Applications* and *Assessment of Work Experience for CBA Applications*.

While it is still early days for APEGA's CBA, more is required to assist validators and examiners. Anyone who takes on these key positions understands their vital role and ensures no significant gaps in approach and performance exist.

The decision to hold more frequent face-to-face meetings with Registration Executive Committee (REC) members, a BOE subcommittee, is a good move. We

also suggest practical workshops be held for CBA examiners at which they complete CBA assessments on real applications, such that the BOE can produce quantitative data based on examiner agreement.

Progress in assessing applicants' academic requirements is urgently needed. Currently, the assessment of academic requirements is not uniform across all applicants. Based on some initial work started in late 2019, we are hopeful that, in the short term, this will be addressed.

As always, registration staff does much of the heavy lifting that allows the BOE meetings to run smoothly and efficiently. Over the past year, they have often been called on to make policy and process changes on what seems almost a monthly basis as the REC operationalizes CBA. Their support and prompt action are recognized.

Respectfully submitted,

Leslie Beard

Ernest Skakun, PhD

Public Members

PRACTICE REVIEW BOARD

The Practice Review Board (PRB) ensures that APEGA's licensed professionals using reserved titles and designations, controlled by the *Engineering and Geoscience Professions Act* (e.g., engineer and geoscientist), are qualified and competent to practise, and through their practice, they adhere to the standards, regulations, and ethics of these professions.

Appointed by the Minister of Labour, I have the responsibility to fully participate in the work and decisions of the PRB to ensure the public's interests are fully represented in the Board's considerations, deliberations, and decision-making processes.

The Practice Review Board undertakes its responsibilities and work by making recommendations involving:

- requests for reinstatement of APEGA licensure
- requests to change practising status (e.g., permission to resume practice, non-practising declarations, and requests for special consideration to reduce the continuing professional development obligations based on employment or personal circumstances)
- professional practice reviews of permit holders, which include file reviews, on-site reviews, and audits of their Professional Practice Management Plans, as required by the *Engineering and Geoscience Professions Act*

- monitoring member compliance with the mandatory Continuing Professional Development Program
- conducting inquiries into ethical conduct and skilled practice
- revisions to and development of APEGA practice standards, guidelines, and bulletins

In 2019, 38 new practice reviews were initiated with a carry-over of 25 reviews from 2018, resulting in 27 reviews being completed. Although this undertaking is still a small percentage of the total number of permit holders in Alberta, these reviews have had a significant impact on these companies, along with well-attended Permit to Practice seminars and information sessions provided by APEGA's Professional Practice staff.

Tangible results included:

- improved oversight of their licensed professionals' compliance to the Continuing Professional Development Program. Of all permit holders reviewed to date, approximately 25 per cent of all licensed professionals are NOT in compliance with APEGA's mandatory CPD Program
- increased understanding and better awareness of, and adherence to, Alberta's legislation and regulations, as well as APEGA's bylaws, standards, and guidelines

- improved internal controls on ensuring the appropriate use of reserved titles

Other issues identified through these reviews:

- better controls are needed when relying on the work of others and outsourcing
- multinational companies often employ trained engineers and geoscientists who, although they contribute to the practices of engineering and geoscience in Alberta, are not licensed with APEGA

The Board and staff have continued to offer information sessions, advice, and various opportunities for improvement to effect changes and corrections to bring permit holders into compliance, and to strengthen their practices of engineering and geoscience.

In addition to the seven Practice Review Board meetings in 2019, an internal review committee called the Transformation Working Group, on which I served, was formed. Its terms of reference included improving the way the PRB executes its responsibilities to make the best use of hard-working volunteers and staff in carrying out its mandate as directed by the strategic efforts of APEGA Council.

In 2019, the PRB handled 434 reinstatement applications, 141 resumption applications, and 364 special consideration requests. The PRB also drafted a practice bulletin, which was approved by Council, that

requires licensed professionals to oversee the work of concrete-testing labs.

I am very encouraged by the initiatives and dedication of the Practice Review Board volunteers and staff, as well as APEGA Council, in taking bold steps to improve their service to members for the overall benefit of Albertans. I commend them for their professionalism and diligence, and I have appreciated APEGA staff and the other volunteer members of the Board fully embracing and giving due consideration to my input on behalf of the public interest.

It continues to be an honour to serve on APEGA's Practice Review Board, ensuring the public's interests are well represented and implemented.

Respectfully submitted,

Maria David-Evans, B.Sc., MBA, MA, RSW

Public Member

INVESTIGATIVE COMMITTEE

The Investigative Committee (IC) is authorized to undertake investigations of complaints against any APEGA member or permit holder alleged to have performed services deemed as unskilled practice or unprofessional conduct, under the *Engineering and Geoscience Professions Act*, as well as contrary to the public interest.

When the APEGA Registrar & CEO receives a complaint, he refers it to the IC, which appoints a panel of Committee members to investigate the allegation. These individuals may include APEGA's Investigative Director, investigative staff, or both. The panel members interview, gather evidence, and prepare a report for review by the whole IC to determine if a referral of unskilled practice or unprofessional conduct should be made to the Discipline Committee for a formal hearing. If the APEGA member or permit holder agrees to enter a guilty plea to the allegations, the panel may recommend a discipline order proposing sanctions and refer the order to a designated member of the Discipline Committee for ratification.

During 2019, the Investigative Committee investigated a variety of complaints from APEGA members, permit holders, and the public. These ranged from serious, evidence-based allegations to allegations deemed frivolous or vexatious, or that had

insufficient evidence to justify a referral to the Discipline Committee. All parties to a complaint are given an opportunity to present their case to the investigation panel.

The volunteer members of the IC and the Investigation Department staff spend considerable time gathering evidence and compiling reports. This is a very time-consuming process for which the investigation panel receives no compensation. IC members are all unpaid volunteers who value the integrity of their professions. The IC meets at least five times a year, with meetings held in Edmonton and Calgary, and via video conference, to review the reports and make recommendations.

The Investigative Committee plays a critical role in the governance of the engineering and geoscience professions. It is central to the protection of the professions and the public interest. It has done, and continues to do, an excellent job in completing this mandate.

Respectively submitted,

Ian McConnan, FCPA, FCA

Public Member

APPEAL BOARD

The Appeal Board and APEGA staff work to ensure the Board achieves its mandate. The Board met twice in 2019 to review its processes and how these relate to those of the Investigative Committee, the Discipline Committee, and the Board of Examiners, as each strives to meet APEGA's regulatory requirements.

The Board meetings gave us the chance to review appeal timelines, examine planned legislative and administrative changes, and discuss changes to processes to be implemented. New Board members were provided information on their role, and the Board continued to pursue succession plans. The Board further reviewed issues and literature relevant to appeals and the professions' mandate to protect the public interest.

Appeal panels are formed from a list of Board members who are available for the date of a specific hearing. Panels include a chair, three other APEGA members on the Board, and the public member. Whether appeals are written or in-person, the Appeal Board uses reasonableness as the appropriate standard of review. The Board hears appeals of the decisions of the Investigative Committee, the Discipline Committee, the Practice Review Board, and the Board of Examiners.

Most cases are appeals of the decisions of the Investigative Committee. For these appeals, the Board either upholds the decision or refers the matter to the Discipline Committee for hearing.

Most appeals in 2019 involved unskilled practice and/or unprofessional conduct and the public interest. Appeals mostly dealt with issues surrounding building inspections and construction.

A review of the cases indicates that members and permit-holding companies should ensure they engage in clear communication, develop clear written contracts with scope-of-work details, and maintain clear and current Professional Practice Management Plans. Such measures help prevent complaints and protect the public interest.

APEGA and the Appeal Board have met the responsibilities of regulation and served the public interest well this past year.

Harold Neth

Public Member

DISCIPLINE COMMITTEE

I am pleased to submit a few comments about the work of the Discipline Committee (DC) during 2019. Once again, I commend the Committee for the capable manner it contributed to the overall conduct of APEGA in fulfilling its responsibilities as the regulator for the engineering and geoscience professions.

The DC is composed of APEGA members with representation from professional engineers and professional geoscientists who give their time and expertise on a voluntary basis, as well as a public member. This can be a major time commitment for the APEGA members, as there is the Committee work during the year and individual work to fulfill two mandates of the Committee.

Complaints are considered initially by the Investigative Committee (IC). If a complaint is not dismissed, the IC will issue a recommended discipline order, which is overseen by an APEGA member of the DC, or the DC refers the matter to a formal discipline hearing. The panel for such a hearing comprises no fewer than three APEGA members and may include the public member, depending on the nature of the charge. Appeals of the findings of the IC or the hearing panel of the DC are made to the Appeal Board.

The entire DC meets four times a year, with sessions held simultaneously in Edmonton and Calgary to accommodate Committee members. Every meeting includes a strong professional development session. Legal counsel for the DC attends and shares pertinent case law—an example

of continuous improvement practices of the Committee. Such is critical to assure the public and APEGA members that the Committee is kept abreast of appropriate practices. This truly upholds the values of the professions and advances the strategic direction of APEGA. Such practices enable the continuous improvement expected of members, and the learnings are embedded in APEGA's structure through the work of its various boards and committees.

Evolving organizational structures have enabled the DC to address cases in a timelier fashion—an example of increased organizational performance because of enhanced practices.

The DC embraced the role of the public member without hesitation, and it recognized the full participation of such. It has been my pleasure to be part of such a dedicated and knowledgeable group of individuals: the volunteer APEGA members and the administrative support team.

It is an exciting and challenging time for APEGA as it will, in 2020, embark on its second century of serving the public of Alberta. From my experience on this Committee, I feel it is well positioned to continue to meet the emerging needs and expectations going forward.

Respectfully submitted,

Muriel Dunnigan, M.Ed.

Public Member

Report of the Independent Auditor on the Summary Financial Statements

To the Members of Association of Professional Engineers and Geoscientists of Alberta

Our opinion

In our opinion, the accompanying summary financial statements of Association of Professional Engineers and Geoscientists of Alberta (the Association) are a fair summary of the audited financial statements, on the basis described in note 1 to the summary financial statements.

The summary financial statements

The Association's summary financial statements derived from the audited financial statements for the year ended December 31, 2019 comprise:

- the summary statement of financial position as at December 31, 2019;
- the summary statement of operations for the year then ended; and
- the related notes to the summary financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon.

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated March 19, 2020.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements on the basis described in note 1.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, *Engagements to Report on Summary Financial Statements*.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Edmonton, Alberta

March 19, 2020

PricewaterhouseCoopers LLP

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"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

ASSOCIATION OF PROFESSIONAL ENGINEERS AND GEOSCIENTISTS OF ALBERTA

SUMMARY STATEMENT OF FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2019

Summary Statement of Financial Position

(in thousands of dollars)

Assets	2019 (\$)	2018 (\$)
Current assets		
Cash and cash equivalents	8,100	5,341
Short-term investments	4,000	4,000
Accounts receivable	2,147	1,371
Prepaid expenses	541	627
	14,788	11,339
Tangible capital assets	5,216	4,800
Intangible assets	3,017	1,666
Investments	17,381	15,837
Defined benefit pension plan surplus (note 3)	2,579	186
	42,981	33,828
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	3,072	2,139
Government remittances payable	64	134
Deferred dues and fees revenues	14,901	12,780
Obligation under capital lease	-	30
	18,037	15,083
Deferred lease inducement	1,596	1,163
	19,633	16,246
Net Assets		
Invested in tangible capital and intangible assets	8,233	6,436
Internally restricted legislative review	1,000	1,000
Internally restricted regulatory risk management reserve	2,764	988
Unrestricted	11,351	9,158
	23,348	17,582
	42,981	33,828

Summary Statement of Operations

(in thousands of dollars)

Revenues	2019 (\$)	2018 (\$)
Members' annual dues	21,957	21,857
Permit annual dues	3,606	3,129
Registration fees	1,456	1,454
Examination fees	992	1,213
Affinity program	2,440	2,714
Fees recovered for programs	832	1,135
General	652	649
Realized and unrealized investment gain (loss)	1,801	(477)
	33,736	31,674
Expenses		
Salaries and benefits	15,665	14,274
Consultants and contractors	1,601	1,201
IT and telecommunications	2,684	1,966
Legal fees	1,212	1,215
Travel, meals and volunteers	1,743	1,312
Facilities lease and management	1,933	2,008
National assessment and premiums	1,189	1,199
Exam administration	479	534
Printing, supplies and distribution	702	750
Advertising and promotion	259	103
Sponsorships	164	165
Administration	466	411
Bank and financial charges	506	593
Amortization	1,650	1,486
	30,253	27,217
Excess of revenues over expenses for the year	3,483	4,457

ASSOCIATION OF PROFESSIONAL ENGINEERS AND GEOSCIENTISTS OF ALBERTA

NOTES TO SUMMARY FINANCIAL STATEMENTS

DECEMBER 31, 2019

(in thousands of dollars)

1. Basis of presentation

The summary financial statements are derived from the audited financial statements prepared in accordance with Canadian accounting standards for not-for-profit organizations as at December 31, 2019 and for the year then ended.

The preparation of these summary financial statements requires management to determine the information that needs to be reflected in them so that they are consistent in all material respects with, or represent a fair summary of, the audited financial statements.

Management prepared these summary financial statements using the following criteria:

- the summary financial statements include all statements included in the audited financial statements with the exception of the statement of changes in net assets and the statement of cash flows;
- information in the summary financial statements agrees with the related information in the audited financial statements;
- major subtotals, totals and comparative information from the audited financial statements are included; and
- the summary financial statements contain the information from the audited financial statements dealing with matters having a pervasive or otherwise significant effect on the summary financial statements, such as described in note 2.

The audited financial statements of Association of Professional Engineers and Geoscientists of Alberta (APEGA) are available on APEGA's website at www.apega.ca.

2. Summary of significant accounting policies**Revenue recognition**

Revenue is recognized when evidence of an arrangement exists, the service has been rendered, the price is determinable and ultimate collection is reasonably assured.

Specific revenue recognition policies include the following:

- dues and permit fees are set annually by Council and are recognized as revenue proportionately over a fiscal year to which they relate;
- registration fees are recognized when received;
- examination fees are recognized when the examination is presented;
- affinity program revenue is recognized when received;
- general revenue is recognized when the related services are provided or goods are shipped; and
- realized investment income includes interest and dividends and is recognized when earned.

APEGA follows the deferral method of accounting for contributions, which include grants and donations. Grants are recognized in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Grants are deferred when initially recorded in the accounts and are recognized as revenue in the year in which the related expenses are recognized. Donations are recorded when received, since pledges are not legally enforceable claims. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions are deferred when initially recorded in the accounts and are recognized as revenue in the year in which the related expenses are recognized.

3. Defined benefit pension plan

In the year-end summary statement of financial position, APEGA recognizes the defined benefit obligation, less the fair value of the plan assets.

	2019 (\$)	2018 (\$)
Defined benefit pension plan surplus		
Plan assets at fair value	19,609	16,555
Accrued benefit obligations	(17,030)	(16,369)
	2,579	186

How We Imagine our Future

Building a safe and resilient Alberta.

Why We Exist

APEGA safeguards the public welfare of Albertans by proactively regulating the practices of engineering and geoscience.

What We Champion

Encourage a business culture of belonging, inclusion, and diversity for equity within the engineering and geoscience professions.



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