

SPECIAL COMMITTEE OF COUNCIL TO REVIEW THE APEGA NOMINATION PROCESS

FINAL REPORT

Executive Summary

The Special Committee was asked to review the current nomination process and make findings and recommendations with two focus areas:

- to consistently deliver Council election nominees that meet the needs of the Council in terms of fulfilling its mandate through the *Engineering and Geoscience Professions (EGP) Act*
- to foster diversity in the recruitment of election nominees

To support this work, the committee engaged the support of a third party, the Canadian Centre for Diversity and Inclusion (CCDI). The CCDI conducted interviews of 17 individuals who have been recently involved in the nomination process in various capacities. The CCDI also completed a detailed documentation review of current nomination processes and procedures. The CCDI has completed and submitted its own report of findings and recommendations, which is included as an appendix to this report. The Special Committee accepts the main findings and recommendations of the CCDI.

In addition, the Special Committee conducted an online survey of APEGA volunteer members to seek their input on the current nomination process and diversity within APEGA. The survey results are included for reference as an appendix to this report.

In its work, the Special Committee became aware of recent legislative changes in B.C. that impacted the Engineers and Geoscientists British Columbia (EGBC) nomination process. These changes point to a larger potential trend in self-regulation that is a risk the committee felt it needed to consider as part of its assessment. An excerpt of the relevant points is included for reference as an appendix to this report.

The key findings and key recommendations are summarized below.

The Key Findings

1. APEGA members as a whole do not understand the current nomination process, specifically the process surrounding the recommendation of nominees.
2. The current process of recommending nominees, whether correctly understood or not, is generally perceived to be unfair and biased toward nominees who “know” someone within established APEGA networks.
3. The current nomination process, although designed to be fair and transparent, is prone to unconscious bias and may unintentionally disadvantage nominees based on characteristics that are unrelated to their qualifications.
4. The current types of APEGA membership engagement do not take into account diverse members and the approaches that may be required to attract and enable their participation in the nomination process.
5. The perceived time commitment (to run/serve on Council), as well as a common self-perception by members that they don’t have enough to offer, are the two most significant barriers to proceeding with the nomination process.
6. The membership demographic is well-represented on Council in some aspects of diversity (such as gender), with further improvement required for others (such as APEGA’s racialized and Indigenous populations, geographic location, industry, and age).

The Key Recommendations

1. Move to a simplified, transparent nomination process using a formal structured assessment based on needed skills, knowledge, and attributes.
2. Implement an ongoing education and communication strategy to communicate the nomination process to the membership.
3. Update the Nominating Committee composition, authority, and process.
4. Create a more inviting culture where the APEGA Nominating Committee is approachable and actively working toward attracting a more diverse pool of qualified nominees for Council and other volunteer roles as a means of succession development.

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1. Purpose and Background – Special Committee of Council

At the 2019 annual general meeting (AGM), the membership passed MOTION AGM19-05 that:

“Council be encouraged to appoint a Special Committee, deemed appropriate by Council to review the current process and provisions for the nomination of candidates for election to Council, and that the Special Committee report any findings and recommendations to Council for consideration.”

At the June 2019 Council meeting, the Council passed a motion to create such a committee, with two focus areas:

- to consistently deliver Council election nominees that meet the needs of the Council in terms of fulfilling its mandate through the *EGP Act*
- to foster diversity in the recruitment of election nominees

The full mandate, scope, and deliverables for the committee are outlined in the Special Committee Terms of Reference (TOR) in Appendix A.

2. Glossary of Terms

DIVERSITY: Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess.

ELECTION CANDIDATE: A professional member who has completed the nomination process and is on the slate for the annual Council election.

EQUITY: Equity is about the process. It is about how criteria are applied in policies and procedures in order to provide access to resources and opportunities based on the needs and dimensions of diversity of individuals.

GOA: Government of Alberta

INCLUSION: Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, and values difference.

INDIGENOUS: Aboriginal is a term used in Canada to describe the original inhabitants (or Indigenous peoples) of Canada and their descendants. Indigenous people in Canada include First Nations, Inuit, and Metis people.

NOMINEE: A professional member who is engaged in the nomination process.

NOMINATION PROCESS: The entire set of steps of nominations, starting with the formation of the Nominating Committee for the coming cycle and ending with the delivery of the nominations slate at the end of the cycle.

LH: Licence holder—refers to an individual member of APEGA

PH: Permit holder—refers to a company permitted by APEGA to engage in the practice of the professions

RECOMMENDATION PROCESS: The portion of the nomination process in which the Nominating Committee interviews and assesses all nominees against the Council Needs and criteria.

RECOMMENDATIONS: Solutions identified by the Special Committee that should be implemented in order to fulfill the objectives of the nomination process, sustainably deliver Council election nominees that meet the needs of Council in fulfilling its mandate, and foster diversity in the recruitment of election nominees.

RACIALIZED: People who identify as Asian, Black, Latin/Hispanic, Middle Eastern, or mixed race are grouped together under the term “racialized persons.”

SUGGESTIONS: Ideas provided by survey responders and Special Committee members that could help advance the goals of the nomination process.

SYSTEMIC BARRIERS: Policies, practices, or procedures that result in some people receiving unequal access or being excluded.

3. The Special Committee Process

The committee kicked off its work in August 2019. The first task was to review the TOR to ensure that the committee was fully aligned on its purpose and required deliverables. In the first meeting, the committee also established a project timeline which was updated as the committee's work progressed. The final activity in the kickoff meeting was a brainstorming session on stakeholder needs and future vision. This brainstorming session helped the committee to consider the viewpoint of the key stakeholders and what an ideal future state for the nomination process might look like for each stakeholder. The stakeholder needs process is further described in Section 4 and the needs assessment is included as Appendix B.

The next step in the committee process was to consider which inputs, resources, and references would be used in our assessment of the nomination process. A summary of these inputs, resources, and references is included in Section 5.

With the support of APEGA staff, the committee then completed a review of the current state of the existing nomination process. A summary of this review is included in Section 6. The documents and diagrams collected during this review were also provided to the CCDI to support its independent assessment.

By end of February 2020, all of the information gathering and main inputs were complete. The committee then reviewed all of the inputs and reports to identify the findings and insights, which are summarized in Section 7. Based on the findings and insights, the committee also drafted an initial set of key findings and recommendations. The key findings and recommendations were presented in an update to Council in March 2020.

The final step to complete this report was to organize the sub-recommendations and suggestions and link them to the key recommendations and sections of the nomination process as presented in Section 8. The committee has also provided a list of next steps in Section 11 for the consideration of Council. The delivery of this report to Council in June 2020 completed the formal work of the Special Committee.

4. Stakeholder Needs and Future Vision

Early in the process, the Special Committee completed an assessment of the key stakeholders in the nomination process to consider what elements each stakeholder would require or value in a future "ideal" nomination process. This helped the committee to consider the different and, in some cases, conflicting needs of each stakeholder. It also served as a reference that we could go back to when considering which options best fulfilled the needs of all stakeholders and the desired future state.

The key stakeholders identified were:

- Alberta society/public
- government
- APEGA members
- permit holders
- APEGA staff

For each stakeholder, the question was then posed: "As _____ I want/require an APEGA Council nomination process that...."

Some examples:

"As an APEGA member I want an APEGA Council nomination process that provides a slate of candidates that is inclusive and reflective of the diversity of our membership"

"As a permit holder I want an APEGA Council nomination process that causes no undue financial expense to APEGA requiring fees to increase"

"As government I want an APEGA Council nomination process that ensures an APEGA Council that is capable to fulfil APEGA's mandate to protect the public interest" and "is fair, open, and in compliance with Alberta human rights legislation"

"As Alberta society/public at large I want an APEGA Council nomination process that includes public representatives in the nomination process"

“As APEGA staff I want an APEGA Council nomination process that is clear, robust, transparent, and manageable to execute in terms of schedule, pace, and staff resources”

The full stakeholder needs assessment is included in Appendix B.

5. Inputs, Data Sources, and Key References (the process and methodology used to collect the data)

The committee initiated several different data collection activities to cast a wide net for receiving input on APEGA’s nomination process. The committee also considered relevant references from external entities to advance its mandate. The following provides a brief overview of the process and methodology used to collect the data.

5.1. CCDI Review (Appendix C)

The Special Committee engaged the CCDI in three capacities to help the Committee assess the current state, identify gaps, and suggest recommendations relating to the inclusiveness of the nomination process to diversity.

5.1.1. Member of the Special Committee

A CCDI consultant joined the Special Committee as a fully participating member to bring a diversity and inclusion lens into the ongoing conversation. The consultant contributed to the content discussed in each telecon and workshop and provided updates on the CCDI interview and document review work (5.1.2, 5.1.3).

5.1.2. Interviews

As part of its project work, a small team from CCDI interviewed 17 people affiliated with various aspects of APEGA and the nomination process. The purpose was to obtain unfiltered, detailed feedback from individuals who had extensive involvement with the process. The Special Committee selected the interviewees, which included members of the Nominating Committee, nominees who were recommended, nominees who were not, APEGA branch chairs, key staff, and communications personnel.

5.1.3. Document Review

As part of its project work, a small team from CCDI conducted a document analysis of the available documentation on the nomination process. The purpose was to assess how inclusive the nomination process was to diversity.

5.2. APEGA Membership Demographic Data (Appendix E)

The Special Committee wanted to understand the current state with respect to APEGA’s membership. The Committee identified several diversity categories within which to view the membership demographic. A snapshot of the membership data, according to the diversity categories that were available within the membership database, was provided in February 2020.

5.3. Volunteer Member Survey (Appendix D)

Recognizing that the CCDI interviews only involved 17 people, the Committee decided to expand its reach by sending a survey with similar questions to the approximately 2,000 volunteer members. The Committee chose this population, rather than the entire membership, to manage the data size while focusing on those members who have the greatest likelihood of providing informed feedback.

5.4. EGBC Nomination Process (Appendix G)

The Committee wanted to ensure it was considering trends in the external landscape. It was aware of the changes recently made to the EGBC nomination process, as a result of direction provided by its government, and it brought in the EGBC example for reference.

6. The Existing Nominations Process – Current State

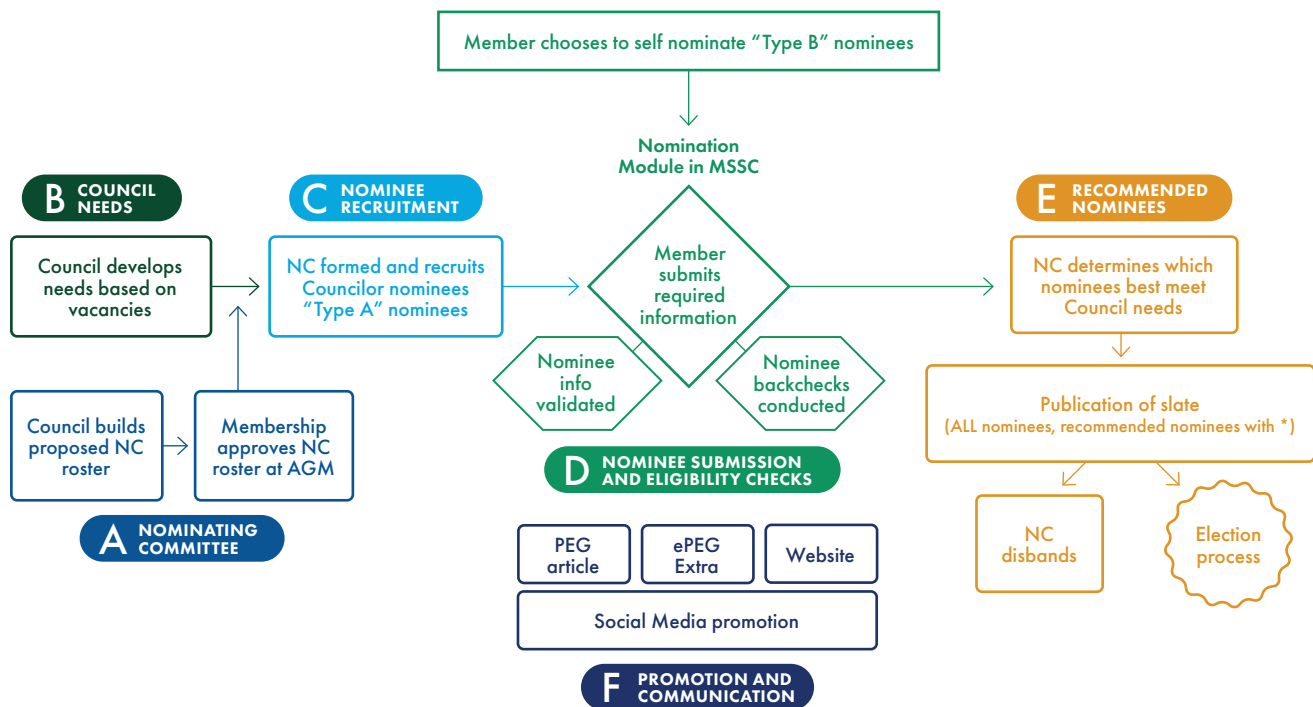
The APEGA Council comprises 16 elected professional members (12 councillors and four Council Executive) and three government-appointed public members. Each year, at least four councillors complete their term and the vacant positions need to be filled through an annual election. The nomination process (the “process”) serves the prime purpose of providing a slate of quality candidates for the election. The Nominating Committee is a committee of Council, and it has the responsibility to run the process with the support of staff.

In addition to providing a slate of nominees for Council members, the Nominating Committee is tasked with providing a slate of three qualified election candidates for the executive position of president-elect. The scope of the Special Committee’s review was limited to the process used to develop the slate of nominees for councillor.

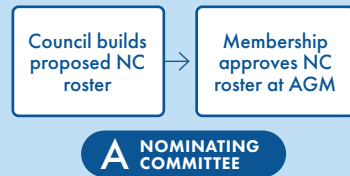
In compliance with the provisions made by the bylaws, the process includes six key sections of activity:

- A. Nominating Committee
- B. Council Needs
- C. nominee recruitment
- D. nominee submission and eligibility checks
- E. recommended nominees
- F. promotion and communication.

The process commences in Q1 each year with the draft Nominating Committee roster and ends in October with the delivery of the slate of candidates. Upon completion of the nomination process, the Nominating Committee disbands and the slate is passed forward to staff, who run the election process. The scope of the Special Committee’s review was limited to the nomination process, thus the election process was not reviewed.



A. Forming the Nominating Committee



Purpose and Relevant Legislation

The purpose of the Nominating Committee is to provide a slate of suitably qualified nominees for the election. The Nominating Committee roster is annually appointed by the professional members at the AGM in accordance with the provisions that are explicitly identified in Part 2¹ of the bylaws:

A Nominating Committee shall be appointed at the annual meeting to serve for the ensuing year. The Committee shall consist of a minimum of eleven (11) professional members of the Association, one (1) of whom shall be the Past President or the designate of the Past President, who shall be the chair, and at least two (2) of whom shall be current members of Council. Council shall fill any vacancies which may occur in the Nominating Committee.

The intent is to build a Nominating Committee that represents the diversity of the membership while including sufficient understanding of the role of Council in terms of providing oversight to serve the public interest and welfare. APEGA is first and foremost a regulator of the practice of the professions.

Current State

Currently, there is no formal process or formal criteria used in building the Nominating Committee roster.

With the support of staff, in Q1 the previous chair of the Nominating Committee works with the incoming chair to build a draft roster for the coming Council cycle. Members who have just served on the Nominating Committee are first asked if they are interested in serving another term. Depending on the uptake, the previous and incoming chairs recruit new members. It has become practice for the chairs to look to APEGA's branch executives, personal networks, and the two major universities to recruit new members.

At the Q1 Council meeting, the chairs bring forth to Council a draft roster that complies with the legislative requirements. Council endorses the draft roster for submission to the membership at the upcoming AGM.

Output

The output of this section is the formation of the Nominating Committee, which will run the nomination process.

¹ Part 2 of the bylaws is found in Appendix F.

B. Developing Council Needs

B COUNCIL NEEDS

Council develops needs based on vacancies

Purpose and Relevant Legislation

The purpose of developing Council Needs is to ensure the required skills and attributes of the Council are in place for the coming Council cycle. This includes filling the skill gaps created by the departure of councillors whose terms expire, as well as accounting for new and higher-profile needs to address the changing external regulatory landscape. The Council Needs are developed annually and serve as a key input to the Nominating Committee.

There is no legislation relevant to this portion of the nomination process.

Current State

With the support of staff, the practice has been to issue a Council Needs survey to Council following the Q1 Council meeting and in advance of the AGM. The survey lists the councillors whose terms expire and includes seven knowledge areas, three skill areas, and five attributes for Council to rank in terms of importance for the coming year. The survey also includes an open question at the end to capture any knowledge areas, skills, or attributes that are thought to be missing.

KNOWLEDGE AREAS:

- APEGA (includes involvement and interactions with APEGA, stat boards, volunteering, etc.)
- business and professional organizations (active involvement in business development, succession planning, organizational effectiveness)
- financial literacy
- regulatory understanding (includes experience)
- risk management
- strategic planning
- understanding of self-regulation

SKILL AREAS:

- senior management leadership experience (leading organizations)
- governance experience (solid understanding of director/board accountabilities)
- work experience (minimum 10 years)

ATTRIBUTES:

- diversity of experience and perspectives (professional development, industry experience, advancement of the professions, geographic demographic, age)
- visionary (thinks creatively and strategically about the big picture)
- leadership
- communication (conveys information to a wide range of audiences, listens, engages respectfully)
- volunteer sector experience (APEGA and other than APEGA)

Staff compiles the survey responses and calculates weighted averages for each item. The top 10 needs are delivered to the Nominating Committee at its first meeting in May. The top 10 needs are posted on the APEGA website throughout the nomination process.

During the Q1 2020 Council meeting, Council will have a conversation about needs prior to filling out the survey. The intent is to provide alignment and further insight through meaningful dialogue.

Output

The output of this section is the list of criteria to be used by the Nominating Committee in the recruitment and recommendation of nominees.

C. Recruiting Nominees to Run for Council

C NOMINEE RECRUITMENT

NC formed and recruits Councilor nominees "Type A" nominees

Purpose and Relevant Legislation

The purpose of recruiting nominees is to ensure that the minimum legislative requirements of the slate are met and that the slate includes nominees with the skills and attributes necessary for Council to function effectively in fulfilling APEGA's mandate (as per the Council Needs). Part 2 of the bylaws provides provisions for the slate of nominees:

SECTION 3(1):

The Nominating Committee shall submit for information to Council a list of nominees for Council, which shall include...at least three more nominees for Councillors than there are vacancies to be filled on Council.

Current State

There is one nomination process and there are two types of nominees that go through the same process. All nominees are subject to the same eligibility and process requirements to run for Council.

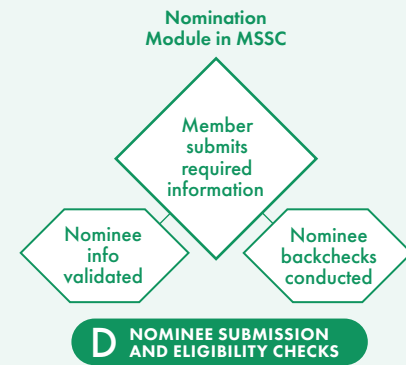
Type A nominees are those who are actively recruited by members of the Nominating Committee. Sometimes members of Council will submit suggested nominees to the Nominating Committee. Active recruitment is typically done through the personal/business networks of the Nominating Committee members, and potential nominees are recruited based on the needs of Council. At the second Nominating Committee meeting in August, Nominating Committee members review and discuss the list-to-date of recruited nominees to ensure the requirements of the slate are being met. This meeting is held within a month of closing nominee submissions in order to enable the Nominating Committee to take any recruitment action necessary to fulfill the requirements.

Type B nominees are those who self-nominate (referred to in the bylaws as "write-in nominations"). At this stage in the process, the Nominating Committee is not involved with Type B nominees. However, later in the process all nominees, including Type B, are reviewed by the Nominating Committee.

Output

The output of this section is a list of qualified nominees who have agreed to run for Council.

D. Nominee Submission and Eligibility Checks



Purpose and Relevant Legislation

The purpose of this section is to formally collect the nomination submission materials and confirm eligibility and process requirements for all nominees. Part 2 Section 3(6) of the bylaws provides provisions for the eligibility of nominees. Part 2 also provides provisions for the process and timeline requirements:

SECTION 3(2):

Write—in nominations for any office, except the President, shall be made in writing. Any such nominations shall be accompanied by the name, professional designation, member number and signature of any 25 professional members in good standing. Such nominations shall reach the Nominating Committee not later than 180 days prior to the annual meeting and shall be accompanied by the written consent of the nominee or nominees to act if elected.

SECTION 3(5):

The written consent of the nominees to act if elected shall be secured and shall accompany the list of nominees.

Current State

This section is focused on the actual submission of the nomination. The online nominations module of the Member Self-Service Centre typically opens in August and closes at the end of September. During this time, all nominees are required to formally complete their nomination by going into the module and providing the required materials. This includes the collection of support signatures.

All nominees (Type A and Type B) go through the same process and are subject to the same eligibility and process requirements to run for Council. Although Section 3(2) of the bylaws explicitly refers to the Type B nominees, the practice has been to hold all nominees to the same requirements (such as the requirement for 25 signatures).

All detail regarding the process and required nomination submission materials is provided both on the website and in an information package that is sent to all nominees during the submission process.

Output

The output of this section is the list of nominees who have completed their submission and have been vetted for eligibility, complete with all needed documents for the Nominating Committee to use in the process of recommending nominees.

E. Recommending Nominees Who Best Meet the Needs of Council

E RECOMMENDED NOMINEES

NC determines which
nominees best meet
Council needs

Purpose and Relevant Legislation

The purpose of this section is to identify which nominees best meet the needs of Council, in support of APEGA's mandate to protect the public. The Council must comprise councillors who have a strong understanding that APEGA is a regulator, first and foremost. Councillors must have the knowledge, skills, and attributes required to fulfill Council's duty to protect the public. This section of the process identifies for the membership which nominees are best suited to the role of councillor for the coming term.

Part 2 Section 3(1) of the bylaws states:

The Nominating Committee, in selecting nominees, shall give due consideration of the composition of the Council as required by the Act, Regulations and Bylaws.

Part 2 Section 3(2) of the bylaws states:

...Such Nominations shall reach the Nominating Committee not later than 180 days prior to the annual meeting...

Current State

During this section of the process (also known as the recommendation process), the Nominating Committee assesses each councillor nominee against the Council criteria to determine whether or not the Nominating Committee recommends the nominee for Council for the upcoming cycle. Regardless of their recommendation status, every nominee has a choice to remain on the ballot (to run for election) provided they are eligible and meet the requirements.

During the last Nominating Committee meeting of the Council cycle (typically held in October in compliance with Bylaw 3(2)), the entire Nominating Committee assesses the nominees one at a time. Assessment is done based on the nomination materials submitted by each nominee, the Council Needs, and on interview data. Key to the assessment process are the nominee interviews that every nominee goes through. All interviews are done by the same interview panel (selected by the Nominating Committee at the May meeting) and using the same set of interview questions. The panel develops the interview questions based on the Council Needs for the year.

The recommendation process is outlined on the website and in the information package that is sent to each nominee.

Output

The output of this section is a complete slate of nominees for the election ballot, with recommended candidates identified by an asterisk.

F. Promotion and Communication of Council Nominations

PEG
article

ePEG
Extra

Website

Social Media promotion

F PROMOTION AND
COMMUNICATION

Purpose and Relevant Legislation

The purpose of promotion and advertising is to invite the membership to consider running for Council while educating them on the role of Council and the purpose of APEGA.

There is no legislation relevant to this portion of the nomination process.

Current State

During the period when the nominations are open (typically August to September), information regarding Council election nominations is shared with the membership and permit holders through several communication channels: material is posted as a front-page news story on the website, an ePEG extra is released to announce the opening of the nominations window (and how it works), and materials are included in the branch newsletters. The materials include the criteria used for the nominee recommendation process (the Council Needs) and a brief explanation of the recommendation process.

In addition to those traditional channels, announcement screens are updated in the lobbies of the Edmonton and Calgary offices to announce nominations. Graphics and short videos are posted on social media channels, detailing how and where a member can self-nominate. APEGA also pays for display ads on Google and YouTube with links to the nomination web page on the website.

Output

This section of the process is in support of the entire nomination process and thus does not have an explicit outcome other than to invite qualified members to run for Council and to support the Nominating Committee in ensuring the bylaw requirement to have a ballot of three more candidates than vacancies is fulfilled.

7. Findings and Insights

The committee members collected and reviewed all sources of feedback data to identify findings and insights. Five themes emerged in terms of key insights that the Committee considered as a prelude to determining recommendations. The following is a breakdown of more detailed sub-findings and insights that support each key finding.

7.1. APEGA members as a whole do not understand the current nomination process, specifically the process surrounding the recommendation of nominees.

SECTION OF PROCESS ²	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
O	Many members perceive the current nomination process to be too complex, suggesting a more streamlined and simplified process would be more inviting to potential nominees.	member survey
O	Members are generally unaware of the nomination process and how to nominate unless/ until they become actively involved in the nomination process (e.g., run as a nominee, provide a signature for a nominee).	member survey
O	The current wording in Part 2 of the bylaws has been changed over the years and, as a result, provides ambiguity and confusion on the Nominating Committee and its work.	CCDI
C	Despite communication being available on APEGA's website, there is a common (incorrect) perception that there are two nomination processes, one for nominees brought in by the Nominating Committee and one for those who aren't.	member survey
E	There is a divide in how members perceive the identification of recommended candidates on the election ballot (the asterisk). While many members expressed distaste that the identification of recommended candidates on the election ballot process is "telling members how to vote," many members emphasized the need to have only quality candidates on the ballot.	member survey
E	APEGA provides very little public information to the membership on the recommendation process (the criteria and a brief description of the process are posted on the website during the nomination period). As a result, this is the least understood part of the nomination process.	member survey
E	Many members acknowledge more can be done to diversify Council, but state that competence and character are more important than diversity. They do not want APEGA to increase diversity on Council through (hiring) non-qualified people just to meet diversity targets.	member survey
E	<p>There is great confusion amongst the membership regarding the role of Council and what the nomination process needs to include in order to support that. While some members state that councillor candidates must be held to a minimum level of competency/skill to serve on Council, others perceive the Council election to be the same as a political democratic process in which all candidates "ought" to be treated the same.</p> <p><i>As a regulator, there are specific requirements that need to be met to ensure Council is competent to execute its duty, to the Government of Alberta and the public, to ensure APEGA fulfills its legislated mandate. Although this functions as an election, there is a component of the process that is more like a job competition.</i></p>	member survey

² Refers to the 6 different sections identified earlier in the document. Note that "O" refers more to the overall process than a specific section

7.2. The current process of recommending nominees, whether correctly understood or not, is generally perceived to be unfair and biased towards nominees who “know” someone within established APEGA networks.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
C	The current nominee recruitment process is more actively driven by Nominating Committee members reaching out to their networks, and more passively driven through website and social media advertising. This has led to the perception that the process is biased toward those who know a member(s) of the Nominating Committee.	CCDI, member survey
E	Although a small majority of those surveyed are okay with the current recommendation process, the comments suggest it is the concept of a recommendation process they are in favour of, and that they hold concerns around how they perceive it is currently being done.	member survey
E	Publicly available materials on the recommendation process are focused on process and criteria. This appears to contain insufficient detail for members to feel APEGA is being transparent. Members fill the gap with their own perceptions, with many members expressing concern that the recommendation process is an exclusive “who-you-know club” with lack of transparency.	member survey
E	Some members/potential candidates feel the current interview and recommendation process is biased and too subjective. This is a barrier to considering running for Council.	member survey
E	Using an asterisk (*) to distinguish recommended candidates from those who weren’t recommended is viewed as discriminatory or disapproving of candidates who do not have the asterisk next to their name.	member survey

7.3. The current nomination process, although designed to be fair and transparent, is prone to unconscious bias and may unintentionally disadvantage nominees based on characteristics that are unrelated to their qualifications.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
D	The current process favours candidates who work for large institutions or companies and is a detractor to potential qualified candidates (reasons cited include ability to collect signatures, gather votes, and take time away from work for Council duties).	member survey
D	The requirement for collecting 25 signatures is a barrier for potential qualified candidates who are either new to Alberta or who work within a smaller network.	member survey
E	The minimum work experience criterion of 10 years that is used in the recommendation process has resulted in an age bias being designed into the recommendation process. A nominee may not qualify due to insufficient time working in the professions, regardless of their actual experience, but their ideas are important.	member survey
E	One of the roles of the Nominating Committee is to recruit suitable nominees. As a result, a significant percentage of the nominees each year know a member or members of the Nominating Committee. This has led some APEGA members to perceive that the Nominating Committee is partial to their friends and personal networks. Given that the membership isn't privy to the details of the recommendation proceedings, members have no information to suggest otherwise.	member survey
E	The interview team of two may be too small to provide sufficient diversity for the interviewees to feel they are represented in the process.	CCDI

7.4. The current types of APEGA membership engagement do not take into account diverse members and the approaches that may be required to attract and enable their participation in the nomination process.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
O	Members who don't yet feel ready to run for Council have expressed interest in learning about what other APEGA volunteer and networking opportunities could help to prepare them for the future.	CCDI, member survey
C	Many members feel they would be better equipped to consider running for Council if they had an opportunity to directly engage with a current Council member. Members value hearing about a councillor's experience first-hand above reading material on a website or in a document.	member survey
C	Providing live training and discussion forums on the role of Council and councillors would be welcomed by many members who may currently feel hesitant about or disinterested in running for Council.	CCDI, member survey
C	Many members feel that women are well-represented on Council, suggesting the nomination process has been successful in recruiting and attracting women.	CCDI, member survey
C	More work is needed to represent: <ul style="list-style-type: none"> • racial diversity, especially given the current and future (increasingly racially diverse) membership • industry, P.Geo., and geographical (non-urban) representation • age (represent <i>all</i> stages of the professional career) • Indigenous representation 	CCDI, member survey
C	Members seem to relate to diversity from what they can see. For example, members feel that gender diversity on Council is at a good level, but that age, racial, and Indigenous diversity could be improved. What is not easy to visually detect may not be getting the focus that is needed, in terms of blind spots (e.g., non-binary gender identification, Indigenous, geographical, industry, etc.).	CCDI, member survey
C	A strong barrier to engaging qualified candidates is a perceived lack of support, from APEGA and the Nominating Committee, in the nominee journey through the nomination process.	CCDI, member survey
F	The nomination materials that are provided on the APEGA website have not been as effective as expected in terms of being the prime information source for those considering running for Council. Members are either unaware of the materials or fail to understand the intended messaging. Messaging could be simpler and more encouraging and it could be delivered beyond traditional communications channels.	CCDI, member survey

7.5. The perceived the time commitment (to run/serve for/on Council), as well as a common self-perception by members that they don't have enough to offer, are the two most significant barriers to proceeding with the nomination process.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
O	Running an election campaign is a strong barrier to engaging qualified candidates to run for Council, particularly if they haven't done anything like that before. Members are concerned about the time and monetary commitment to campaign.	member survey
C	One of the most significant barriers to running for Council is the time demand to go through the process (nominations and campaigning) coupled with a perception that the value for the effort is very low.	member survey
C	Another significant barrier to running for Council is the perceived time demand of serving as a councillor, with many citing they can't take that much time away from their work.	CCDI, member survey
C	Another barrier to running for Council is the perception that they wouldn't bring value to Council, with many citing they felt their abilities were insufficient.	member survey

7.6. The membership demographic is well-represented on Council in some aspects of diversity (such as gender), with further improvement required for others (such as APEGA’s racialized and Indigenous populations, geographic location, industry, and age).

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
○	Members are not aware of the diversity makeup of APEGA’s current membership, as this information is currently not publicly shared. Members will fill the gaps with their own personal observations and perceptions.	member survey
○	Many members have stated they believe Council has a good gender balance.	CCDI, member survey
○	Members expressed that APEGA can do a better job to avoid ageism: <ul style="list-style-type: none"> • some of the Council Needs become barriers to younger professionals • the role and time commitment to serve on Council is naturally more attractive to professionals at the end of their careers 	CCDI, member survey
○	Many members expressed a need to focus on removing barriers to diversity and to avoid taking an approach of “enforced” diversity quotas.	CCDI, member survey
○	Council has a higher female representation of elected members than the membership demographic: Membership demographic = 18% female Council representation = 38% female	membership data
○	48% of APEGA’s female members are age 34 years and younger, with 25% of the total being age 29 years and younger.	membership data
○	Female members make up, on average, 13% of APEGA’s membership in the 25–44 age demographic. Female membership has been (marginally) increasing, with female members making up 17% of the 24 and under demographic: 24 and under = 17% 25–29 = 15% 30–34 = 13% 35–39 = 12% 40–44 = 12%	membership data
○	Council has a higher geoscientist representation of elected members than the membership demographic: Membership demographic = 7% geoscientists (P.Geo., P.Geol., G.I.T.) Council representation = 13% ³	membership data



³ Section 14(2) of the EGP Act prescribes at least two of the 16 elected councillors be professional geoscientists.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
O	<p>Birth country demographic data suggests a representative Council of elected members would look like this:</p> <ul style="list-style-type: none"> Canada = 56% (represents nine of 16 elected councillors) China = 6% (one of 16) India = 6% (one of 16) Iran & Pakistan = each 3% (one of 16) USA, Nigeria & Hong Kong = each 2% (one of 16) Then Philippines, Bangladesh, Venezuela, Columbia, Egypt, England, Romania, Vietnam, Poland, UK, Russia 	membership data
O	<p>77% of the membership are part of the Calgary (53%) and Edmonton (24%) branches. A higher percentage of the remaining members live outside of Alberta (other provinces, outside of Canada) than live within the remaining eight branches:</p> <ul style="list-style-type: none"> Other province = 12% Outside Canada = 5% 8 remaining branches = 6% 	membership data
O	<p>Members aged 34 and younger make up 36% of APEGA's membership. This sizable demographic falls into a <10 years of professional practice category, whereas the current Council needs for the nomination process cites an experience requirement of 10 or more years.</p> <p>A further breakdown of APEGA's age demographic is as follows:</p> <ul style="list-style-type: none"> 34 and younger = 36% 35-49 = 39% 50 and older = 25% 	membership data

8. Recommendations

The Committee members developed recommendations to address the findings they discovered through the various sources of feedback, input, and analysis. Four key high-level recommendations were developed. The following is a breakdown of more detailed sub-recommendations and *suggestions* for consideration to address the key findings.

8.1. Move to a simplified, transparent nomination process using a formal structured assessment based on needed skills, knowledge, and attributes.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
E	<p>Revise the output of the nomination process to only include those nominees on the ballot who are determined to have the required skills, knowledge, and attributes as per the structured assessment process:</p> <ul style="list-style-type: none"> continue with the practice of enabling all members to enter the nomination process but remove the ability for nominees to self-nominate directly onto the slate <p><i>Note: This recommendation, in combination with other recommendations (such as increased transparency, removing bias, and improved feedback to nominees), could help the membership to be supportive of this change.</i></p>	committee brainstorm
B	<p>Develop a more comprehensive process with increased rigour to develop the Council Needs/criteria for each nomination cycle:</p> <ul style="list-style-type: none"> although it is essential for nominees to have some level of APEGA experience, governance experience, and enterprise risk management, requiring all candidates to have a deep understanding of these areas may be eliminating nominees who may have other skills and perspectives that are also important place higher priority on skills/needs that are highly valued than those that can be learned on the job expand the Council Needs to incorporate diversity of perspectives (gender, geographical, age, industry, ethnocultural background) identify a set of core skills/knowledge/attributes that everyone must have, separately from specialized skills that need to be present on Council for the coming year conduct exit interviews with departing councillors to identify the important skills that outgoing councillors possess; these councillors will also be a great resource to find nominees with similar skill sets conduct a regular benchmark or reference against other associations to identify new needs and risks improve communication with the membership on the skills and needs which are required for the coming year 	<p>committee, CCDI</p> <p>committee brainstorm</p> <p>CCDI</p> <p>CCDI</p> <p>CCDI</p> <p>CCDI</p> <p>committee brainstorm</p>
D	<p>Upgrade the nominee submission materials to be more comprehensive and more attainable to the membership:</p> <ul style="list-style-type: none"> add a conflict-of-interest review and assessment for all nominees add the requirement for nominee bios to address a specific list of skills and attributes according to the current needs of Council (nominees will continue to write their own bios) continue to conduct all credit and criminal background checks using a third party eliminate the requirement for 25 signatures or significantly reduce the number of signatures required 	<p>committee brainstorm</p> <p>committee brainstorm</p> <p>CCDI</p> <p>committee brainstorm, CCDI</p>

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
E	<p>Establish clear processes and roles to ensure that APEGA staff are not influencing the decisions, activities, or outcomes of the Nominating Committee.</p> <p>Suggestion: Assess whether staff should participate in interviews, even as observers.</p> <p>Note: Staff will continue to be needed to support the Nominating Committee in this area for governance stewardship of the process.</p>	CCDI
E	<p>Modify the nominee interview process to feel more fair and robust in the eyes of the nominees and members:</p> <ul style="list-style-type: none"> consider a two-interview process: first, a screening on the full slate and second, interviews of only the short-listed nominees selected in the first round Suggestion: Consider making some of the interview planning and interview question documents available to nominees before the interview so they have time to prepare. select an interview format (either in person or by phone/video) and ensure all interviews are conducted in the same format regardless of the location of the nominee, to the point of undue hardship 	<p>committee brainstorm</p> <p>CCDI</p> <p>CCDI</p>
E	<p>Revise the recommendation process (October Nominating Committee meeting) to make the potential for bias as low as possible:</p> <ul style="list-style-type: none"> provide training to Nominating Committee in the areas of cultural competence and unconscious bias to reduce the potential for bias establish a clear process for assessing, reviewing, and deliberating on candidates based on skills, knowledge, and attributes to prevent personal thoughts, previous knowledge, or relationships between the Nominating Committee members and the nominees from affecting the recommendation discussion and decisions <ul style="list-style-type: none"> provide Nominating Committee members with a summary of all interviews and make objective assessments establish clear cut-off criteria for the recommendation process with the understanding that in some years there may be more candidates that meet the threshold than others; the bar stays the same, which removes bias in trying to get to a certain number of candidates 	<p>committee brainstorm, CCDI</p> <p>CCDI</p> <p>CCDI</p>
E	<p>Provide nominees with more detailed feedback of their recommendation assessment upon completion of the nomination process (not just a yes/no with some suggestions for improvement).</p> <p><i>Note: The risk associated with this recommendation requires both a human resources and a legal opinion.</i></p>	CCDI
O	<p>Re-write all bylaws related to nominations to provide clear, consistent direction relating to the approved recommendations and outlining the clear authority of the Nominating Committee:</p> <ul style="list-style-type: none"> write the bylaws in a manner that leaves any procedural activities to be developed on the authority of the Nominating Committee include the authority to remove a nominee as a result of conduct in contravention of the nominations requirements 	result of recommendations

8.2. Implement an ongoing education and communication strategy to communicate the nomination process to the membership.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
F	<p>Expand the nominations communication strategy and plan (social media and print, etc.) to:</p> <ul style="list-style-type: none"> include “feel good” stories about members and councillors develop short tutorial videos that explain the nomination process and APEGA experience that would prepare future Council nominees update councillor role descriptions to include the need to publicly promote serving on Council as part of the formal role leverage current issues to bring attention to the importance of running for Council 	<p>CCDI CCDI</p> <p>committee brainstorm committee brainstorm</p>
F	<p>Portion(s) of the messages could be in multiple languages to reach/welcome those who are internationally trained professionals.</p> <p>The body of the text and all other material information will be in English. It is just the welcome that would invite the majority of the language groups represented in our membership.</p>	CCDI
F	<p>Develop structured learning opportunities with members around the nomination process and other governance aspects as part of continuing education.</p> <p><i>Suggestion:</i> Develop short tutorial videos/infographics that explain the Council (structure, role, governance, responsibility).</p>	<p>CCDI</p> <p>member survey</p>
F	<p><i>Suggestion:</i> Consider developing and delivering a town hall format to engage the membership in a Council and nominations 101 session(s).</p>	member survey

⁴ Will require a bylaw change.

8.3. Update the Nominating Committee composition, authority, and process.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
A	<p>Establish criteria and a clear consistent process for the composition and formation of the Nominating Committee:</p> <ul style="list-style-type: none"> include branch chairs in some capacity (perhaps one branch chair on the Nominating Committee and they coordinate recruitment and input from other branch chairs) consider the current Council needs when selecting members of the Nominating Committee seek volunteer members from the major demographic groups (age...including maximum of one M.I.T.⁵, etc.) where appropriate, include external subject matter experts who are not APEGA members on the Nominating Committee <p><i>Suggestion:</i> Majority of the Nominating Committee are members who have some APEGA experience.</p> <p>Note: The current bylaws provide some direction on composition.</p>	<p>committee brainstorm</p> <p>committee brainstorm</p> <p>CCDI, committee brainstorm</p> <p>CCDI, committee brainstorm</p> <p>committee</p>
A	Expand the Nominating Committee to operate year-round.	committee brainstorm
A	Maintain and enforce term limits for Nominating Committee members but terms should overlap to maintain continuity.	CCDI

⁵ New legislation will provide M.I.T.s with voting rights and the right to run for Council.

8.4. Update the Nominating Committee composition, authority, and process.

SECTION OF PROCESS	SUB-FINDINGS AND INSIGHTS	DATA SOURCE
O	Consider creating a nominations mentoring program where candidates are mentored and supported through the nomination process, including the interview process (this can be a game changer).	member survey
C	Create a strategy and structured process to expand the recruitment of nominees beyond the immediate network of Nominating Committee members to avoid groupthink on the committee. <i>Suggestion:</i> Develop a process and tool that identifies and tracks potential nominees through participation in the branches and on statutory boards. <i>Suggestion:</i> Identify volunteer roles and/or mentoring that can help prospective candidates develop the experience and skills they need to be more prepared to run for Council.	committee brainstorm
C	Update the nominee information package to include all 11 items recommended by the CCDI on page 15 of the CCDI report. Deliver the package to nominees earlier in the nominations window.	CCDI
F	Publicly promote the importance of diversity on Council. <i>Suggestion:</i> Consult with diverse members to identify potential blind spots or gaps APEGA needs to know about in order to have more diversity. <i>Suggestion:</i> Clearly articulate the benefits of a diverse Council and outline how APEGA intends to achieve that objective (i.e., not setting quotas; competence is still the most important criterion, along with being able to best serve the membership by having a Council that reflects the membership).	committee brainstorm member survey member survey
F	<i>Suggestion:</i> Clarify and communicate the nature and value of diversity in APEGA (i.e., define diversity beyond gender).	CCDI, member survey

9. Summary of Key Findings

- APEGA members as a whole do not understand the current nomination process, specifically the process surrounding the recommendation of nominees
- The current process of recommending nominees, whether correctly understood or not, is generally perceived to be unfair and biased towards nominees who “know” someone within established APEGA networks
- The current nomination process, although designed to be fair and transparent, is prone to unconscious bias and may unintentionally disadvantage nominees based on characteristics that are unrelated to their qualifications
- The current types of APEGA membership engagement do not take into account diverse members and the approaches that may be required to attract and enable their participation in the nomination process
- The perceived time commitment (to run/serve for/on Council), as well as a common self-perception by members that they don’t have enough to offer, are the two most significant barriers to proceeding with the nomination process
- The membership demographic is well-represented on Council in some aspects of diversity (such as gender), with further improvement required for others (such as APEGA’s racialized population)

10. Summary of Key Recommendations

- Move to a simplified, transparent nomination process using a formal structured assessment based on needed skills, knowledge, and attributes
- Implement an ongoing education and communication strategy to communicate the nomination process to the membership
- Update the Nominating Committee composition, authority, and process
- Create a more inviting culture where the APEGA nominations is approachable and actively working toward attracting a more diverse pool of qualified nominees for Council and other volunteer roles as a means of succession development

11. Considerations for Next Steps

The Special Committee would like to highlight a few key things to consider as Council and staff work to operationalize the recommendations Council approves.

- The recommendations will require bylaw changes that will need to be first made by Council, then approved by the membership. Some of the recommendations will result in bylaw changes that may come across as controversial and that will likely need sufficient consultation with the membership to ensure true understanding. This is also an opportunity to educate the membership on the role of Council as the oversight body of a regulator.
- Many of the recommendations involve content that is “shared” across APEGA Council and committees, including the Bylaw Sub-Committee, Governance Committee, Governance Framework Review Task Force, Legislative Review. It would be prudent to coordinate implementation, as appropriate, with these entities.
- APEGA’s commitment to work scope of the Special Committee reflects forward-thinking and responsible leadership. This is a good story to share with the membership, in a manner whereby they can appropriately digest the information. Given that most of the membership do not understand the nomination process, the messaging may need to include education on the role of APEGA, Council, and the process itself.

12. Reference Documents

- A. TOR
- B. Stakeholder Needs
- C. CCDI Full Report
- D. Member Volunteer Survey Results
- E. Summary of APEGA Membership Demographic
- F. APEGA Bylaws – Part 2
- G. Engineers and Geoscientists British Columbia Nomination Process

APPENDIX A – TOR



SPECIAL COMMITTEE OF COUNCIL TO REVIEW NOMINATION PROCESS TERMS OF REFERENCE

The term associated with this special committee expires on April 20, 2020.

PURPOSE:

To review the APEGA Nominations Process for:

- a) Ability to consistently deliver Council election nominees that meet the needs of Council in fulfilling its mandate through the Act, and
- b) Fostering diversity in the recruitment of election nominees.

To report findings and recommendations to Council.

BACKGROUND:

A motion was raised, seconded and passed by the membership at the 2019 AGM:

Council be encouraged to appoint a Special Committee, deemed appropriate by Council, to review the current process and provisions for the nomination of candidates for election to Council, and that the Special Committee report any findings and recommendations to Council for consideration.

This Terms of Reference outlines the requirements to fulfil Council's obligation to the motion.

COMPOSITION:

Membership shall consist of 4-5 professional members, with diverse representation:

- One new Councillor (David Johnson)
 - One professional geoscientist (David Johnson)
 - One Councillor with 2+ years of Council experience (Claudia Villeneuve)
 - One current member of the Nominating Committee (Dave Rumbold)
 - One professional member at large (Craig McFarland, and Chair)
- Plus
- Staff support knowledgeable in nominations and governance (Sloan d'Entremont)
 - An SME advisor on diversity, as a team member and to conduct a review focused on a specific scope

- A Public Member advisor appointed by and from the Ministry of Labour, Government of Alberta, on an intermittent basis.

ACCOUNTABILITY:

The Special Committee for Nomination Process Review (the “Committee”) is accountable to provide an assessment, findings and recommendations to Council.

RESPONSIBILITY:

To ensure the work of the Committee complies with the current legislation (Act, Regulations and Bylaws).

The Committee is responsible to consult with staff to ensure the Committee accurately understands the current Nominations Process.

AUTHORITIES:

Council has the authority to approve recommendations brought forth by the Committee.

The Committee has the authority to recommend changes to the Nominations Process.

The Committee has the authority to recommend to Council a consultant it deems necessary to fulfil the outcomes of its Terms of Reference.

The Committee has the authority to meet and work between Council meetings as it deems necessary to fulfil the outcomes of their Terms of Reference.

IN SCOPE:

The definition of a successful Nominations Process.

The Nominations Process, including all/any sub-processes that may be applicable.

Any/all criteria that are used within the Nominations Process.

The selection process and criteria for recommended appointments to the Nominating Committee.

OUT OF SCOPE:

The activity of the Nominating Committee for the 2019-2020 Council cycle.

The Elections Process.

The processes and appointments for any and all other Committees or Boards.

DELIVERABLES:

A Report to Council of the findings and its recommended changes to the Nominations Process.

The following outputs will drive the findings and recommendations:

- Definition of a successful Nominations Process.

- Identification of a process, and criteria, for Council to consider when identifying proposed appointments to the Nominating Committee
- Assessment of the effectiveness of the current Nominations Process to sustainably produce Council election nominees that meet the needs of Council in fulfilling its mandate under the Act while fostering diversity and inclusion.

TIMELINE MILESTONES:

Council approves the TOR at the June 2019 Council meeting.

The Committee provides updates to Council at the October 2019 and December 2019 Council meetings.

The Committee provides a report of its findings and recommendations to Council at the March 2020 Council meeting.

Council considers (and could approve) the Committee's recommendations at the March 2020 Council meeting.

Council provides a final Report to the membership at the April 24, 2020 AGM.

(Note – this may or may not be realistic timing, depending on the scope of work that's involved)

APPENDIX B – STAKEHOLDER NEEDS

As the Government of Alberta, I want/require an APEGA nomination process that:

- ensures compliance with the *Engineering and Geoscience Professions (EGP) Act*
- ensures an APEGA Council that is capable of fulfilling APEGA's mandate to protect the public interest
- encourages a diverse Council reflecting the diversity within APEGA and the general public at large
- is fair, open, and in compliance with Alberta human rights legislation
- provides a mechanism for APEGA to manage complaints arising from the nomination process

As Alberta society/public, I want/require an APEGA nomination process that:

- recruits a diverse group of engineering and geoscience professionals that "looks like" Alberta society
- brings forward highly skilled candidates that put the protection of the public first
- reaches out to all groups within APEGA to educate and inform them of opportunities to become candidates
- is colour blind, gender blind, orientation blind, etc.
- is a process that is transparent to the public and allows members of the public to ask questions regarding the processes used
- makes a special effort to inform historically marginalized groups of opportunities to become nominees
- includes public representatives in the nomination process

As a permit holder, I want/require an APEGA nomination process that:

- meets the requirements of the *EGP Act*
- nominates only highly qualified individuals who are members of APEGA
- convinces the Government of Alberta that engineers/geoscientists can continue to self-regulate
- selects candidates who can/will protect the honour/value of our profession
- allows my employees a varied choice of excellent candidates to vote for
- permits my employees, or me, to comfortably apply as candidates for Council
- gives me the confidence that APEGA Council represents permit holder interests, not just the interests of licence holders
- welcomes diverse candidates to apply: candidates who mirror my own employee base
- causes no undue financial expense to APEGA, requiring our permit holder and licence holder fees to increase
- does not distract my candidate employees too much from the work they have to do in the office/field

As a member of APEGA, I want/require an APEGA nomination process that:

- provides candidates who:
 - › are cleared as fit for election (in good standing with APEGA and cleared by a police check)
 - › preferably have some history as a volunteer reflective of altruism
 - › come to the election with intent and positive intentions
- provides a slate of candidates that is inclusive and reflective of the professional diversity observable in the membership practice and the needs of the population of Alberta:
 - › professional diversity beyond simply geoscience and engineering (geoscience: geologist, geophysicist, geotechnical; engineering: chemical, electrical, civil, mechanical, etc.)
 - › practice diversity matrix (public: government; private: profit, non-profit, regulatory, educational; orientation: managerial, technical, representational (sales, liaison), etc.)
 - › experience level (E.I.T., G.I.T., 5–15 years, 15–30 years, retired)
- provides a slate of candidates that is inclusive and reflective of the human diversity observable in the membership and the population of Alberta and who uphold the principles in the Canadian Charter of Rights and Freedoms
- provides a slate of candidates that reflects a Nominating Committee that understands:
 - › the board member replacement process (nominally 33 per cent per year)
 - › the need for attracting quality leaders to multiple terms as a leadership succession plan
 - › the need for a board which upholds equality through equitability

As staff, I want/require an APEGA nomination process that:

- ensures compliance with the *EGP Act*, regulations, and bylaws
- is manageable to execute in terms of schedule, pace, and staff resource requirements
- effectively supports/provides where necessary the requirements of the election process
- enables the membership to elect quality councillors (provides a sufficient and objective understanding of candidate skills in comparison to what is required for Council)
- is thorough, clear, robust in any and all criteria that are used, and transparent to the nominees and the membership
- consistently delivers a sufficient number of quality nominees well within deadlines
- works within the tight and restricted timeline of the Council and Nominating Committee cycle
- delivers the same fair experience for all nominees
- provides “teeth” to address nominees who deviate from/violate the rules of nominee conduct



Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

Nomination Process Review and Recommendations

Prepared for the Association of Professional Engineers
and Geoscientists of Alberta (APEGA)

February 25, 2020

We respect the privacy of our clients and request they do the same. This document is private and confidential and not to be shared with anyone external to your organization.



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The intent of this report

The intent of this report is to provide meaningful data to the Association for Professional Engineers and Geoscientists of Alberta (APEGA) for the purposes of informing future decisions on issues of diversity and inclusion in the Council Nominations Process.

The data we provide and the insights we derive from the data are based on proven statistical methods to determine significant associations between certain identities and workplace opportunities, in terms of hiring and advancement and other talent management processes.

Unfortunately, the data does not tell us *why* a particular trend is happening or not happening. We can only use our experience and expertise combined with relevant research to provide insights, to the best of our ability, on what the *potential* reasons might be for one trend or another. Based on these potentialities, we also provide recommendations for next steps to address the key findings presented by the data.

Privacy and confidentiality

This report has been prepared for APEGA for the sole purpose of providing information and analysis of the organization-specific data.

As per the engagement letter, APEGA is able to use the organization-specific data contained in this report for its own purposes. Those purposes may include (but are not limited to) internal reporting and communications, proposals for clients, responses to request for proposals, external communications, etc. APEGA is not limited in how it uses its organization-specific data. At no point, specifically in any external release of information, may APEGA identify where and/or how the information was collected.

Should you have any questions related to the use or release of any information contained in this document, please contact:

Deanna Matzanke, B.A., LL.B., B.C.L., GPHR, HCS
Chief Client Officer
1-416-968-6520 x 101
deanna.matzanke@ccdi.ca



About the Canadian Centre for Diversity and Inclusion

The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Effectively managing diversity and inclusion, and human rights and equity is a strategic imperative for all Canadian organizations that wish to remain relevant and competitive.

We focus on the topics of inclusion that are relevant in Canada and the regional differences that shape diversity by addressing the issues that move employers from compliance to engagement. Our research, reports and events have become valuable cornerstones for people developing and implementing diversity plans.

CCDI is grateful for the support of our over 200 Employer Partners across Canada.

Executive Summary



Executive Summary

CCDI assessed the Association of Professional Engineers and Geoscientists of Alberta (APEGA)'s Council Nomination Process. The purpose of this review was to identify accomplishments and gaps and to provide recommendations that will help the APEGA Nominating Committee integrate Diversity and Inclusion best practices into its ongoing strategies.

APEGA made an important investment in the organization's Diversity and Inclusion journey by embarking on this assessment. Significant investments of APEGA's time, people, financial, and logistical/systems resources were required for the success of this project.

This project analyzed data collected from the following:

- » Seventeen (17) people involved in the Nomination Process participated in a series of one-hour interviews¹.
- » Twelve (12) policies and procedures were analyzed.

Assessment Details

The assessment included the following data capture methods and analytic approach:

Data Capture Methods	Analytic Approach
Leadership Growth Interviews: CCDI conducted interviews with seventeen (17) APEGA staff, members, and Councillors.	The interviews served to develop a better understanding of comprehension, attitudes, and actions in relation to Diversity, Equity, and Inclusion. Findings also served to provide insights on the APEGA Nomination Process and how the interviewees view this process as well as improvement opportunity.
Workforce Growth Policy/Document Review: CCDI analyzed twelve (12) policy documents based on APEGA's Nomination Process.	CCDI conducted a policy review to analyze the current state of documents and the formal culture that APEGA cultivates. This review provided details about the Nomination Process and identified opportunities for improving the integration of Diversity, Equity, and Inclusion best practices in the Nomination Process.

¹ Note: This represents less than 01% of APEGA's overall membership and included staff members of APEGA.



Main Accomplishments

- » APEGA has engaged CCDI so they are open to improvement and change.
- » 100% of interviewees believe that diversity, equity, and inclusion can impact APEGA's success.
- » Many individuals acknowledged that there has been an increase in diversity within APEGA and aspects of the nomination process.
- » Most interviewees believe that diversity, equity, and inclusion, if integrated into APEGA's Nomination Process, would positively impact the relationship with its members, internal stakeholders, and external stakeholders such as the public.
- » Most interviewees believe that the processes are straightforward and can be adjusted to meet diversity, equity, and inclusion needs.
- » APEGA is conducting much outreach to engage with qualified members to stand as a candidate for Council through multiple advertising techniques.
- » APEGA is already incorporating many aspects to incorporate diversity, equity, and inclusion into the Nomination Process through their documentation and what is provided to candidates.
- » The majority of documents that outline information for the Nomination Process use inclusive language.

Opportunities for Growth

- » The recommendation process guideline could be added to the candidate nomination package that is received once their information is submitted or within the confirmation email/note of candidates to ensure they have read/seen this information in a few locations rather than only one.
- » Making the recruitment process more transparent to all members and candidates would increase trust and minimize complaints from candidates that were not successful.
- » In the Frequently Asked Questions section, the statement "Every year, there are recommended candidates that are not elected. On the flipside, one of our current Council members was not recommended the year they ran, and they were elected."
 - » The previous statement could be worded in a more inclusive manner such as "The recommendation status of an individual does not necessarily determine or guarantee their election. Throughout the history of APEGA, there have been recommended candidates who have not been elected and non-recommended candidates who have been elected."

Key Recommendations

- » Take every reasonable measure to avoid having a homogenous group of persons involved in each stage of the Nomination process by seeking to engage groups whose perspectives are not usually obvious.
- » Align the self-Nomination Process and APEGA Council Nomination Process to be clearer about the requirements for the process to ensure there is not a misconception or perception about a different process.



- » Refine current strategies for promotion and nomination so that it is not as heavily reliant on personal networks.
- » Make the criteria that Council uses for the selection of Nominating Committee members public
- » Provide information packages and tutorials for members on the importance of the Nomination Process and voting.
- » Educate general membership on all steps and requirements of Nomination Process and regulatory requirements for Council.
- » Update the Needs Assessment for Councillors to include constant competencies, such as Enterprise Risk Management and Financial Literacy, as well as the specific needs for the Council year.
- » Education/Training of Nomination Committee and Council on cultural competences and unconscious bias.

Key Definitions

Below are the definitions of some key terms used within the context of the engagement between CCDI and APEGA:

- » **Diversity:** Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess.
- » **Inclusion:** Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, and values difference.
- » **Equity:** Equity is about the process. It is about how criteria are applied in policies and procedures in order to provide access to resources and opportunities based on the needs and dimensions of diversity of individuals.
- » **Indigenous:** Aboriginal is a term used in Canada to describe the original inhabitants (or Indigenous peoples) of Canada and their descendants. Indigenous people in Canada include First Nations, Inuit, and Metis people.
- » **Racialized:** People who identify as Asian, Black, Latin/Hispanic, Middle Eastern, or Mixed Race are grouped together under the term “Racialized Persons.”
- » **Systemic Barriers:** Policies, practices, or procedures that result in some people receiving unequal access or being excluded.

Throughout the document review and interview process, it was noted that many persons and documents used some terms interchangeably to mean the same thing. To create clarity within the report, the following will be true throughout:²

² Please note that these terms are being used throughout this report and will be revised and refined by the Special Committee for the Nominating Process.



- » **Recommended Candidate:** Those that the Nominating Committee, after reviewing all the information provided, have determined to be of the most qualified candidates for Council for the upcoming election.
- » **Candidate Recruited by Council or Recruited Candidate:** Those that the Nominating Committee reach out to, via Person Networks, Branches, etc., and ask/recommend they stand as a candidate for consideration for Council.
- » **Nominee:** The eligible professional member who submits a Council nomination application to APEGA. Nominees are either recruited by the Nominating Committee or are self-nominated.
- » **Council:** The governing board of directors of APEGA, who set the strategic direction, and provide oversight of APEGA.
- » **Council Member:** Council is composed of 16 elected professional members, including a Council president, plus three government-appointed public members.
- » **Nominating Committee:** The Committee of APEGA Council, established by the Act, responsible to deliver the best slate of the Nominees for election to Council, that provides continuity, requisite skills and effective succession planning.
- » **Nominating Committee Member:** Nominating committee members are recommended by council for approval by the membership. The nominating committee is comprised of:
 - » APEGA Past-President
 - » at least two current Councillors
 - » eight Professional Members who are leaders in academia, business, and industry and are skilled at strategic thinking
- » **Stakeholder:** a stakeholder is an organization, group or individual who has a vested interest in the regulation of the Engineering and Geoscience professions in Alberta. Key stakeholders include: APEGA members, Government of Alberta, The public (citizens of Alberta), Permit Holders (companies holding a permit to practice engineering or geoscience), APEGA staff.

Please keep in mind

The intent of this report is to provide meaningful data to APEGA for the purposes of informing future decisions on issues of diversity and inclusion in the Council Nominations Process.

The data we provide and the insights we derive from the data are based on proven statistical methods to determine significant associations between certain identities and workplace opportunities, in terms of hiring and advancement and other talent management processes.

Unfortunately, the data does not tell us *why* a particular trend is happening or not happening. We can only use our experience and expertise combined with relevant research to provide insights, to the best of our ability, on what the *potential* reasons might be for one trend or another. Based on these potentialities, we also provide recommendations for next steps to address the key findings presented by the data.

Nomination Process: Document Review



Document Review

Executive Summary

The Nominating Committee's ("NC") mandate is to select the best possible candidates for election to Council. This should include encouraging diverse persons to apply. The Canadian Centre for Diversity and Inclusion ("CCDI") has conducted an analysis of twelve (12) documents provided by the Association of Professional Engineers and Geoscientists of Alberta (APEGA), which have provided some insights into the process of nominating and coordinating the new Council. The recommendations made throughout this document can attract a more diverse group of nominees and create a more inclusive Council.

There are points in the process that are unintentionally making it more difficult to attract candidates with diverse backgrounds, especially in terms of perceived differences in process and not communicating in multiple formats. More details and context surrounding this finding are outlined throughout the analysis and recommendations listed under **Process A: Nominating Committee**, **Process C: Nominee Recruitment**, and **Process E: Recommended Candidates**.

These updates and changes will assist in serving the mandate of the Nominating Committee and APEGA to select the best possible candidates for election to the governing Council. By ensuring the nomination and election process is fair – and perceived as fair – that will assist APEGA and the Nominating Committee in procuring the best nominations possible for Council. The goal of updating the process is to remove unintentional barriers and create an inclusive environment for members to sit on APEGA's Council. The recommendations set out in this report will assist with this; however, this may need to be updated on a continual basis to provide the best course of action for the members.

CCDI's review of APEGA's policies and processes provided details about the Nomination Process and identified opportunities for improving the integration of diversity and inclusion best practices in the Nomination Process. The recommendations will address the refinements of the document that APEGA could consider updating to attract a more geographically diverse candidate pool and the meet the needs of the diverse members served by Council along each step of the Nomination Process.

Not all recommendations will provide the same level of impact; however, each has its own merit. Some may need to be combined to meet their full potential and provide their full impact.



Process A: Nominating Committee

The Nominating Committee's mandate is to select the best possible candidates for election to Council that fit the needs of Council³ as it has defined them. This should include attracting a more diverse composition of applicants. There are some recommendations to make the Nominating Committee more reflective of the members and community that APEGA serves to create a more diverse composition of APEGA's Council.

Recommendations

1. Updating the By-Laws to have members of the Nominating Committee to include:
 - 1.1. People outside the Association who interact with APEGA that follows the guidelines for the Members of Public that are part of Council.
 - 1.2. Students going through for a degree to have a youth understanding and perspective.
 - 1.2.1. Both will add perspectives that are not currently captured through the current Nominating Committee but will provide valuable insight into the composition of Council.
2. The Nominating Committee should be a volunteer position through APEGA.
 - 2.1. It should be advertised to gain some governance experience that would be beneficial to eventually sit as a Councillor.
3. The Nominating Committee should continue to be at arm's reach from the Council by not having to report through Council for decisions made about the nominating and election process.
 - 3.1. This also includes to continue not having influence from APEGA staff members on Nominating Committee decisions, activities, or outcomes.
4. The Interviewing Planning and Interview Questions should be made available to candidates before the interview, so they have time to prepare.
 - 4.1. This will allow for the candidates to have a chance to get together examples, responses, etc.
 - 4.2. Additionally, it will allow all the candidates to know that they are being asked the same questions and being evaluated in the same way.
5. Have term limits to the Nominating Committee, or staggering terms, that mirror the Council.
 - 5.1. The Nominating Committee ("NC") should not be disbanded entirely as it would be helpful to retain the historical and contextual information that is held by the NC.

³ APEGA is a regulator and Council is the governing body of this regulator. Having knowledgeable people assessing the skills and attributes of a nominee against the needs of a regulatory Council is important to APEGA's mandate, which is to protect the public through the regulation of the practices of engineering and geoscience.



- 5.2. Establishing term limits or staggering terms with a holistic six (6) year term limit might allow APEGA to retain valuable institutional knowledge, rather than disbanding the NC which would put APEGA staff in a position of having to explain historical context, rather than focusing on their objective of assisting with the nominations process while still allowing for new people to join to gain experience with the Nomination Process.
6. Council and a random sampling of APEGA members should endorse and approve of the NC roster for the Council Cycle prior to the Annual General Meeting (AGM) where all the membership should continue the same process of endorsing and approving the NC roster.
 - 6.1. This will eliminate the chances of specific persons being on the NC to be able to nominate persons that are their “friends” or those who are most similar to them.

Process B: Council Needs

The Council Needs process of the Nomination Process is key for determining the ideal candidate. By refining the current process, it will create a more holistic view of what Council needs on a yearly basis while keeping the consistency of needs and skills. The following recommendation could assist with determining the Council needs.

Recommendations

The Council Needs Assessment should be a two-fold process of:

1. Identifying the Knowledge, Skills, and Abilities (KSA's) of out-going Councillors to help build the Needs Assessment list:
 - 1.1. Having Councillors re-do the Skills Assessment from the prior years.
 - 1.2. Having Councillors sit down for “Exit Interviews” about what they learned by being on the Council, what they see as the next big issues, etc.
 - 1.3. Sending out the survey to all members of the Association to get input from all members about what the direction of the Council/Association should be in the upcoming year.
2. Conducting a benchmarking reference of similar Associations across the country and different Associations within Alberta to see what their needs are for their upcoming Board of Directors/Council.
 - 2.1. By understanding other Association's Board of Directors/Council, it will provide information about the changing needs of the demographics in the area and provide best practices moving forward for the Nomination Process, whether or not they are regulated by the same legislation.

This process will assist with making an informed decision of what is essential for the upcoming Councillors to know and be skilled in.

There should be some “core skills” that all Councillors should be proficient in (i.e. Financial Literacy, Enterprise Risk Management). By having core skills along with additional ones that are tailored to the needs of the upcoming election, it will broaden the scope for who is eligible to apply to be a Councillor.



Process C: Nominee Recruitment

The recruitment process currently has some unintentional barriers to attracting a diverse applicant pool for Council. This is mainly due to the divide between those who are “recruited” to apply by the Nominating Committee or current Councillors and those who choose to “self-nominate” as the process and engagement for each is perceived to be different.

Recommendations

To assist with clarity and understanding of the aspects related to sitting as a Councillor, more documentation should be provided to membership in anticipation of fully informing them of the needs to be a Councillor beyond the information that is already provided.

In a consolidated recruitment documents and nomination package that candidate read through and submit to be considered for Council, it would be beneficial to include information about:

1. Nomination Process and Timing
2. Number of Councillor Positions Available
3. Structure of Council and Processes to Abide by as a Councillor
4. Time Commitment (including additional hours and responsibilities for positions within Council)
5. Application Form
6. Council Needs for this Cycle
7. Resume, to assess past work experience and sector of work
8. Reason for Running, which could mirror the current personal statement currently required
9. Questions for Skills and Self-Ranking (Based on Needs Assessment)
10. Consent Form, including a signatory line for someone who “endorses” the candidate
11. Information about Acceptable Ways of Campaigning

Providing the information outlined above as part of the “collection” process for candidates will allow for a fair and transparent Nomination Process. Sharing guidelines and information in advance about the recommendation process, campaigning methods, and Council’s needs for the upcoming cycle, will provide applicants and candidates with much more clarity about the recruitment process, reducing confusion and frustration, in the future.

The information above should be consolidated as one document that is provided to all membership via multiple platforms, including hard copies, email campaigns, social media campaigns, and advertising at the AGM for the next year.

Additionally, these documents should be made accessible for persons with disabilities to use a screen reader on their computers to read, fill in, and submit.

Personal Networks

Establish protocols for the Nominating Committee to exercise caution when using Personal Networks, or solely relying on Personal Networks, for nominees as it increases the likelihood of “group think” or only nominating people who are similar to the demographic composition of the Nominating Committee. If the NC is not comprised of a diverse group of representatives, then



the nominees may not reflect diversity of those in the profession, those in Alberta, and those in Canada.

By broadening the scope beyond provincial borders, APEGA's Council can prepare for those who may be in the profession, and in the province, while acknowledging that there may be those who are in the profession currently residing elsewhere to proactively address the needs of diverse candidates. Through understanding the needs of different dimensions of diversity in a proactive manner, APEGA can mitigate the possibility of diverse candidates opting to not run for Council because of the lack of resources and accommodations in place to assist with being an APEGA Councillor.

Branches Recruitment

1. Rather than the Nominating Committee using their Personal Network, a general email should be sent to the Branches about running for Council.
 - 1.1. Branch Leaders should assist with putting forward suitable candidates within their Branches to stand for nomination.
 - 1.2. The Branches will have a point of contact and the appropriate information can be funnelled through to members in that region.
 - 1.3. The Nominating Committee should be available to all persons for questions about the Nomination Process.
2. APEGA is using a best practice by conducting tours to Branches to have outreach with the President of the Council.
 - 2.1. To take this to the next level of inclusion, Councillors beyond the President should engage in the tours to Branches, especially those in the more remote locations that APEGA resides within to promote the Nomination Process and membership aspects in general.

While persons who work for the Government of Alberta are not allowed to be Council members, it may be beneficial to include them as an appointment or special advisor to the Council to assist with needs beyond the scope of APEGA and/or to provide context and clarity as needed.

Process D: Nominee Submission

While it may be the case that all candidates have the same process, the documentation provided does not support this – and it appears as though many members are unsure of the full process for being considered as a candidate for APEGA's Council. The main recommendation is to remove the differentiation between "Type A" and "Type B" candidates and the type of information they must gather and provide to be considered candidates.

Recommendations

1. Rather than twenty-five (25) signatories for candidates, it would be best to have a smaller number that is more suitable.
 - 1.1. Many Associations have one witness that is also a member sign off on a nomination package to state that they know the person and the information is correct.



- 1.1.1. A single witness can ensure that the information provided by the candidate is factually correct while the background/reference check process conducted later in the Nomination Process should be used to vet and assess candidates' abilities without the need for twenty-five (25) signatures.
 - 1.2. Even with over 70,000 members, it may still be difficult to get more than one (1) or two (2) signatures, especially for the more rural areas or for persons who may be new to the Association.
2. The validation and background checks should continue to be conducted by an objective, neutral third party.
3. As stated in the Key Definitions section above, there should be a distinction in terminology between the candidates that are recommended with an asterisk to be nominated for Council on the ballot and those that are recommended by the Nominating Committee to stand as a candidate as using "Recommended Candidate" for both confuses the process.
 - 3.1. CCDI has been distinguishing them as such:
 - 3.1.1. **Recommended Candidate:** Those that the Nominating Committee, after reviewing all the information provided, have determined to be of the most qualified candidates for Council for the upcoming election.
 - 3.1.2. **Candidate Recruited by Council or Recruited Candidate:** Those that the Nominating Committee reach out to, via Person Networks, Branches, etc., and ask/recommend they stand as a candidate for consideration for Council.

Process E: Recommended Candidates

The following recommendations are based on the "**Nominating Committee Recommendation Process – V2**" document and the "**Process E: Recommended Candidate**" document. These work in tandem with additional recommendations as seen in the other headings below that are depicted by the different processes that APEGA and the NC use to fulfill the full cycle of recruitment for the Council.

Recommendations

Recommendations are broken into the sections of creating a recommended candidate.

Criteria Important to APEGA

1. Provide clarity to new APEGA members, from the outset of their involvement with the Association, that if they wish to sit on the Council, they need to participate in volunteer opportunities from APEGA – or if they are coming from another province or country that they must have equivalent experience volunteering within the organization.
 - 1.1. This type of information could be in the initiation emails or information packets that are provided to new members or during campus recruitment visits.
 - 1.2. While it is important to know about the inner workings of APEGA, sometimes it is beneficial to have these "outside" opinions or understanding of how a regulator or association works.
2. Provide further information on how the regulatory aspects impact their membership and that Council is responsible for integrating these into the APEGA membership core values.



- 2.1. Determine if there is a way to incorporate more training, professional development, etc. around governance and regulatory affairs to engage in training for members to be able to gain the abilities necessary to sit on Council in the future.

Interview Process for All Candidates

1. The interview panel should not include a staff member from APEGA as this might prohibit individuals from giving full or honest answers when discussing what they see for the future of the association.
 - 1.1. If there is an interview guide and a process, there does not need to be someone to “observe” the interview.
 - 1.2. This allows for a neutral, objective third party (the Nominating Committee) to provide insights into the Council.
2. The interview guide should include questions about the key priorities overall and be based on the criteria necessary for that specific year.
 - 2.1. If Risk Enterprise Management is a common reason for not recommending a candidate, one of the questions should reflect this topic.
 - 2.1.1. Risk Enterprise Management is one of the “common reasons” listed in the Frequently Asked Questions for not recommending a candidate that is easily assessed through interview questions.
 - 2.2. Some potential interview questions could be:
 - 2.2.1. Could you please provide an overview of APEGA’s latest Annual Report, current financial position, and regulatory framework?
 - 2.2.2. Could you please provide examples of your financial and business acumen and relate it back to the position on Council?
 - 2.2.3. Could you please share an approach or example of creating and/or implementing change?
3. Having the interviews in person may make it difficult for nominees who are not located in central Alberta to participate in the process as they would have to take time off work, pay for travel, etc. Option to mitigate this include:
 - 3.1. Paying for travel for those within a certain distance to attend.
 - 3.2. Hosting all interviews over an online application or via teleconference.
 - 3.3. Travelling to the location of the nominees within a certain distance.
 - 3.3.1. By having a consistent method of interviewing, APEGA and the Nominating Committee will mitigate unconscious bias of the interviewers.
 - 3.3.1.1. If interviews are conducted online without a video aspect, it may mitigate the bias of those who visually look different, including those from different backgrounds, women, etc.
 - 3.3.1.2. Additionally, preference and advantage is not given to those based on body language, appearance, etc. but rather they are evaluated based upon their answers, knowledge, skills, attributes, and abilities.

Verbal Overview

1. Based on other documents, it appears as though the nominees who are self-nominating must receive endorsement/sponsorship from twenty-five (25) members of APEGA whereas



the persons who are brought in through the NC appear to not have to go through this process.

- 1.1. As this isn't the case, it should clearly be labelled as such in all documentation.
- 1.2. Having the appearance of a separate process for those who are "recruited" and those who are "self-nominated" may cause disputes and the perception of favouritism.
2. "As outlined on the website, the recommendation process..."
 - 2.1. This information should be added to the package received or confirmation email/note so that candidates have read and/or seen this information in a few locations rather than only one.
3. "Every year, there are recommended candidates that are not elected. On the flipside, one of our current Council members was not recommended the year they ran, and they were elected."
 - 3.1. This could be worded in a more inclusive manner: "The recommendation status of an individual does not necessarily determine or guarantee their election. Throughout the history of APEGA, there have been recommended candidates who have not been elected and non-recommended candidates who have been elected."

October Meeting

1. A summarized version of each interview should be provided to each member of the NC.
 - 1.1. Documents provided to CCDI for review stated that those participating in the interviewing process provide "updates" while deliberating which does not provide the same level of information provided on each candidate or allow for proper deliberation.
 - 1.1.1. This is outlined under "Step 3: Council Nominee Assessment Process at the October Meeting" in point number five (5).
 - 1.1.1.1. By having a pre-determined set of time to discuss each candidate, while giving the perception of fairness, may create unintentional disadvantages as the interviewers will have to determine the "important" aspects and discussion points from the interview with the individual.
 - 1.1.1.2. The interviewers' unconscious biases about interviewees may impact the "highlight reel" of the interview which could impact the ability for the Nominating Committee to make an unbiased decision about if this person should be a Recommended Candidate on the ballot.
 - 1.2. Some people will have more knowledge than others while deliberating and could unintentionally not share important/pertinent information that would change the opinion of the group on whether to recommend an individual.
 - 1.3. This should not be personal thoughts, rather objective information about the answers that were provided to each of the questions.
 - 1.4. If a member of the Nominating Committee has a conflict of interest, or has had a specific incident with a candidate in which they would not be able to make an objective decision (whether in favour or not) for them to be a Recommended Candidate, this individual should recuse themselves from the deliberation around that specific candidate's ability to be on the ballot as a Recommended Candidate.
2. A consistent "cut off" line should be determined for all candidates moving forward through the processes. Additionally, there should be a process in place for nominees who are minus "X" points about whether they should be recommended.



- 2.1. For example, if a candidate is three (3) points or less below the cut off point, they can be included in the recommended list of candidates.
3. The person(s) that nominated a specific candidate, or provided the name for a candidate, should not be involved in the process of deciding whether that nominees should be a recommended candidate.

Frequently Asked Questions

1. The full process for how the Nominating Committee makes its recommendations, including interviews, analysis, rubrics, etc.
2. A full feedback session of each candidate should be included rather than just a blanket statement for “Why was I not recommended”
 - 2.1. Considering each year there are different needs, the FAQs should be updated yearly to have a more thorough recommendation of why candidates were not recommended based on the current needs analysis of the Council.
 - 2.2. Candidates should receive feedback based on their performance in the interview, the state of their nomination package, and how they relate to the specific needs for this year’s Council.
 - 2.2.1. This would allow APEGA to be a leader in this area while keeping a talent pipeline which could effectively assist in gathering qualified members for Councillors in the future.
 - 2.2.2. Those who are putting their names forward for a volunteer position to dedicate their time and energy for APEGA should be given the opportunity to learn and grow so that they are more likely to stand for candidacy again in the future with the skills, knowledge, and abilities that are deemed necessary to be a competent Councillor.
 - 2.2.3. While some candidates may believe they are more qualified than the NC is crediting them for, it is important to keep the overall Nomination Process transparent and this is a good first step in being as transparent as possible.
3. The elimination of persons based on: (1) Limited APEGA experience; (2) Limited Governance Experience, and; (3) Enterprise Risk Management may be limiting the number of persons who are eligible to apply for Council.
 - 3.1. By having **limited APEGA experience** on the list of reasons to not have been recommended, this may cause a short-sightedness to the future of the Association as some people may have been part of an Association in another province or country and can bring that knowledge and experience to APEGA and the Council. The purpose of the Council should be to expand the needs of APEGA, which does not mean only participating in APEGA opportunities but in opportunities that are similar or with similar organizations and bringing that information to APEGA to strengthen it and its values.
 - 3.1.1. The duties of a Councillor, as outlined on the APEGA website, go beyond just the regulatory aspects and these additional aspects should be considered to create a competent Councillor as well to ensure that all areas of APEGA are moving forward to incorporate diversity, equity, and inclusion.
 - 3.2. Having **Limited Governance Experience** could limit the number of persons who are able to apply to be on the APEGA Council. Because of the structure (three (3) year terms for Councillors), there is enough of a buffer for new and inexperienced persons to



gain the knowledge of being on a Council during their first term. Having experiences outside of Governance, or even assisting with a Board or sitting as a resource is quality experience as well.

3.2.1. Even with only four (4) meetings a year, there are many opportunities throughout the year to have training sessions on Board Governance, regulatory aspects, inclusive leadership, etc. that can bring a less experienced person to a level that Council and APEGA feels can better meet the competency levels necessary.

3.2.2. If Councils and Board of Directors only ever give opportunities to those who have already been a Councillor or Director of a Board, there will be limited people who are able to fulfill this requirement who are more than capable of handling this role.

3.3. If **Enterprise Risk Management** is important enough to be on the FAQ list, it should always be included in the needs assessment *or* it should be included as a training course for the Councillor orientation to ensure that all Councillors are on the same page about the meaning and how to participate.

Process F: Promotion and Advertising

A full communication strategy and plan should be made that both encourages new members into APEGA, while explaining the role of the Council and how to apply to become a Councillor.

Promotion Recommendations

Generally, anything that is promoted on social media should be promoted in print and vice versa. The same information should be shared across any and all platforms to ensure consistency and accuracy in the information that is spread from APEGA to members. APEGA is already completing this; however, it is important to keep in mind this in the future as communication strategies are developed. Additionally, it may be beneficial to translate information into multiple languages and create multiple “buyer personas” depending on who APEGA is trying to engage to inform about the Nomination Process.

There is also an opportunity to expand the “in person” promotion and advertising strategies by having not just the President of the Council attend these, but current and former Councillors, especially those who are Committee Leaders, Members, etc., visit Branches and remote areas for a coffee and conversation/social event where potential nominees can ask questions of them. It would be beneficial to have face-to-face events in these locations as much as possible as it would send a positive message that their engagement and input are important as well as incorporate persons who are not active in the digital space.

Social Media Communication Strategies and Recommendations

1. Organic social media promotion only works if the entirety of members are on social media.
2. There should be ongoing social media promotions to the members, and this should include information about being a Councillor.
3. Paid promotions/advertisements should go beyond LinkedIn, as stated in the “Social Media Promotion” section of the Nomination Process Cycle, to include Instagram, Facebook, and Twitter, as not everyone uses LinkedIn but may still be active on a digital platform.



- 3.1. While these aren't "professional" networks, if you get people's attention when they are not thinking about work, it may also serve as a reminder to those who are interested but not at work.
4. Email marketing and campaigns should be conducted to reach as many members as possible about the regulatory efforts and Nomination Process including sending a full nomination package document outlining the entire process and what is required to self-nominate for Council.
5. Annually, a social media hashtag for Council election should be created so that all nominees are using the same hashtag (i.e. #APEGANominations2020). This should be communicated to all APEGA members.
 - 5.1. This will allow for all members to learn about candidates and nominees in a personal way beyond the statements provided that can be "stuffy" or overly professional such as the videotaped Councillor statements that are available on YouTube during the Nomination Process and election cycle.

Print Communication Strategies and Recommendations

1. Any information that is provided in print should be on social media and vice versa.
2. "Feel good" news stories about members, Councillors, etc. should be done leading up to and during the election in the mainstream media to make more people aware during the election in the mainstream media to improve member awareness of uplifting stories affecting the profession.
3. Messages should be in multiple languages to reach those who are internationally trained professionals.

Nomination Process: Analysis of Stakeholder Interviews



Analysis of Stakeholder Interviews

Data Collection

The data informing the analysis in this report was collected by interviewing seventeen (17) individuals affiliated with various aspects of APEGA and the Nomination Process. The interviewees were selected by the Special Committee looking into APEGA's Nomination Process. All interviews were conducted virtually between December 2019 and January 2020. All interviewees were asked the same questions, which were provided by the Special Committee.

Demographics of Interviewees

Composition of the Group of Interviewees: Type and Length of Affiliations

Most interviewees were current members of the Nominating Committee, persons who have volunteered for five (5) years or more, past members of committees, and individuals who were involved in other areas such as various roles at the Branch level. Some of the interviewees were nominees who have experienced the full cycle of the Council nomination and election process while others were employees of APEGA who were involved in various stages of the nomination and elections process. Also, several of the persons interviewed have been affiliated with APEGA for over twenty (20) years.

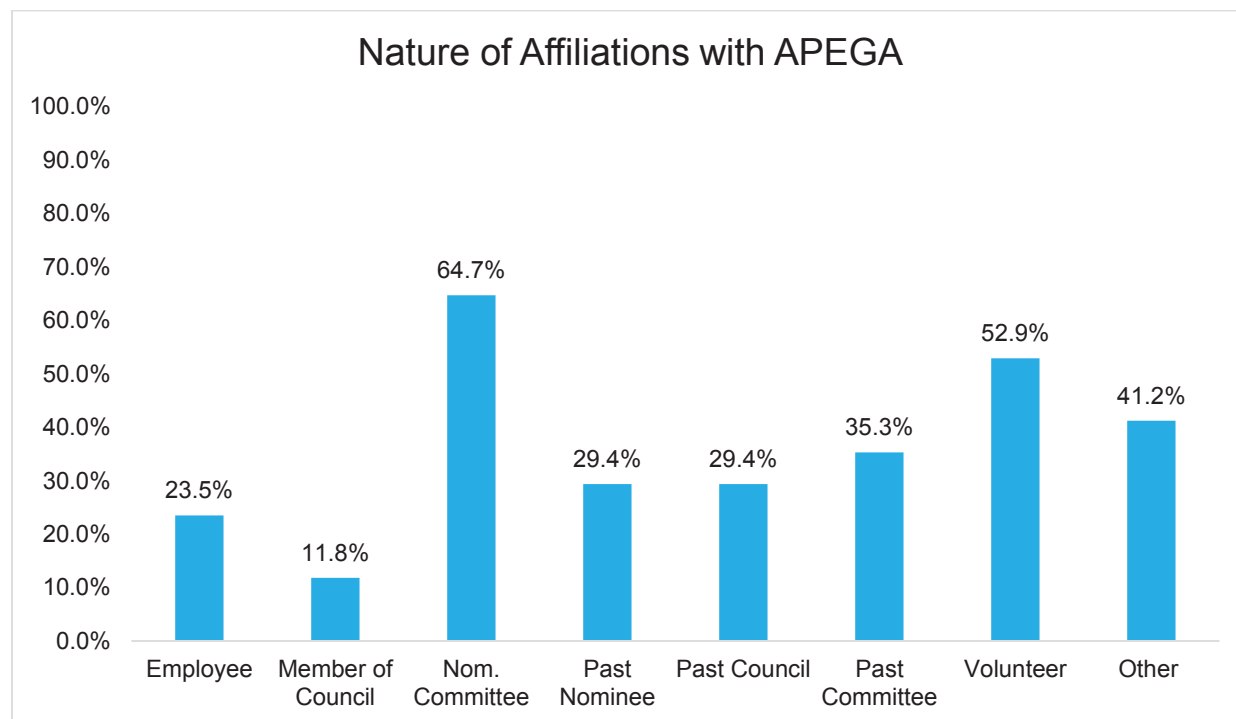


Figure 1: Nature of Interviewees Affiliations with APEGA

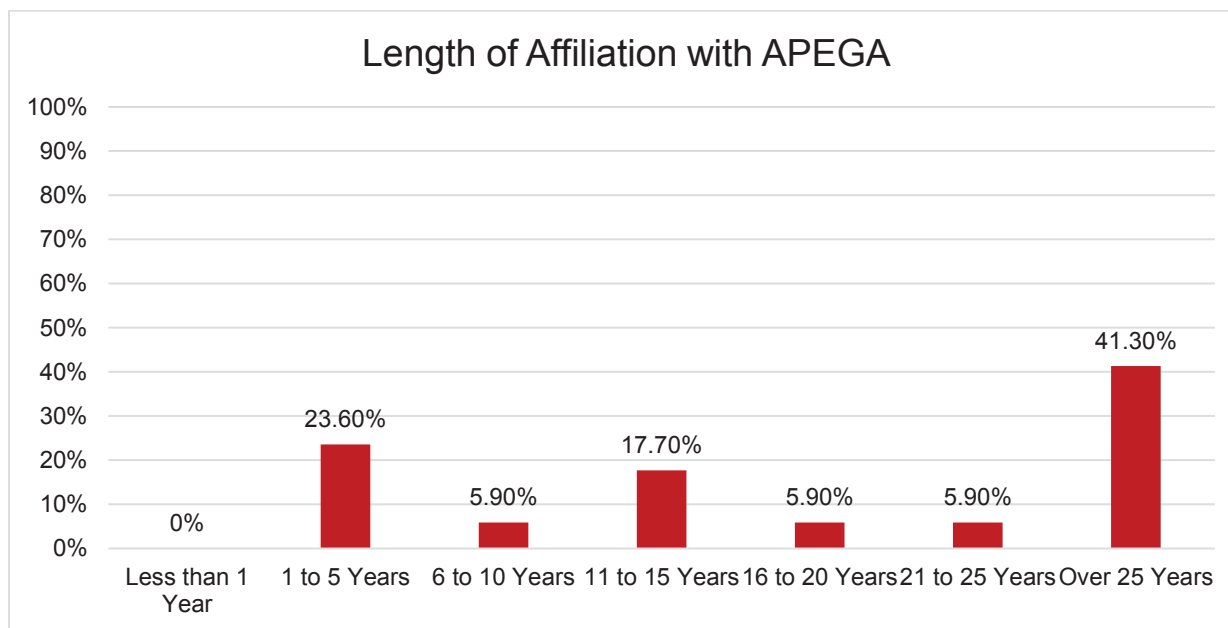


Figure 2: Length of Affiliation with APEGA

Composition of the Group of Interviewees: Demographic Breakdown

In terms of demographics of those interviewed, 41.2% were racialized persons, 35% were women, and 5.9% were persons with disabilities. It is important to note that there were no interviewees who self-identified as Indigenous or as Lesbian, Gay, Bisexual, Two Spirit, Queer, or Other Identity (LGB2SQ+).

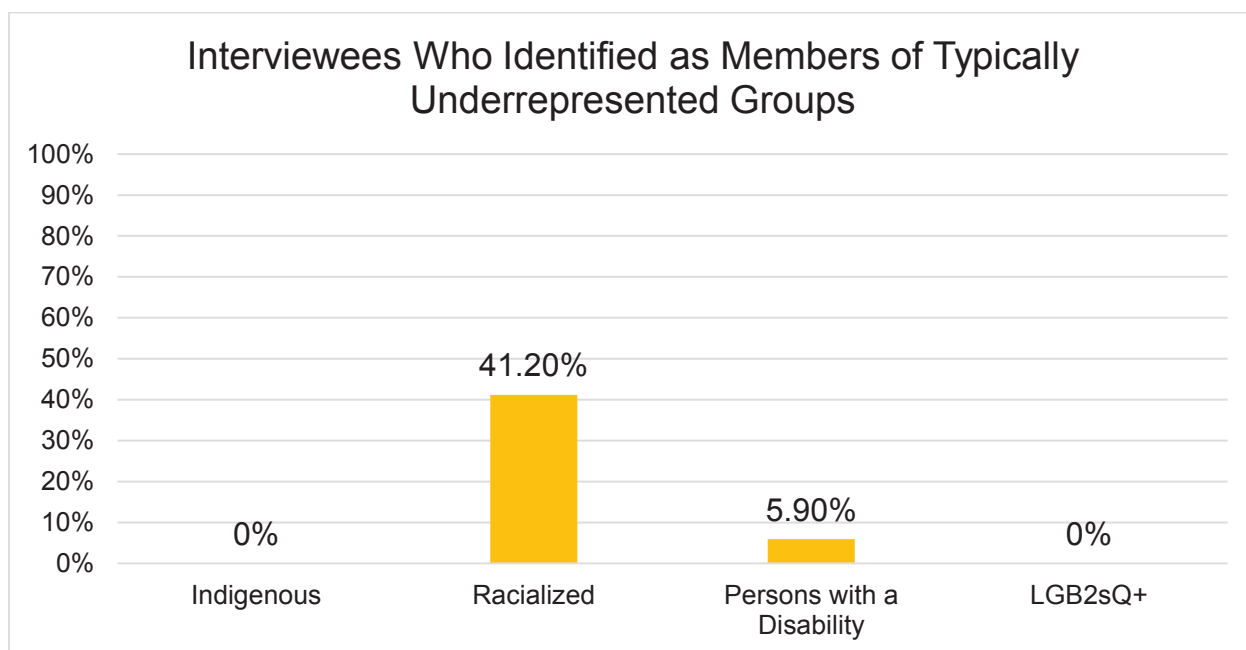


Figure 3: Interviewees Who Identified as Members of Typically Underrepresented Groups



For gender identity and expression of the interviewees, the majority were male at 64.7% and the remainder were female at 35.3%. No interviewees identified as Trans* inclusive (transgender, non-binary, genderfluid) or any other gender identity. This information is expressed in Figure 4 below.

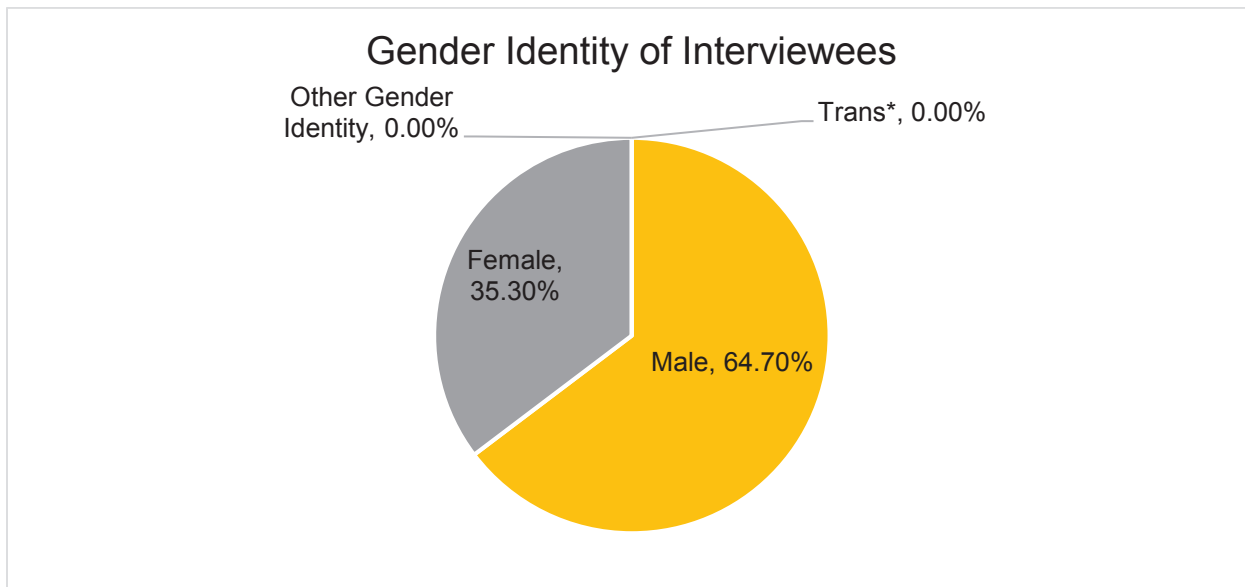


Figure 4: Gender Identity of Interviewees

In reference to the age demographics, most of those interviewed were fifty-one (51) to sixty (60) years old. The second largest group represented were persons in the range of thirty-one (31) to forty (40) years old. There was no representation for those twenty (20) and under.

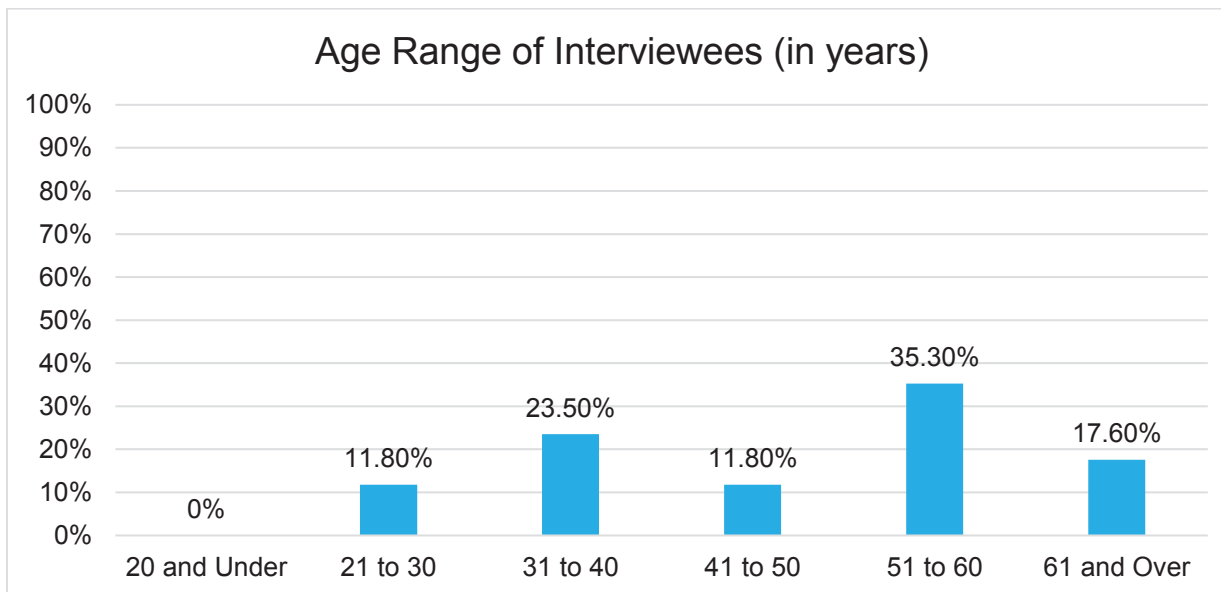


Figure 5: Age Range of Interviewees (in years)



Of all the interviewees, 47.1% had dependent care responsibilities and 88.2% were married.

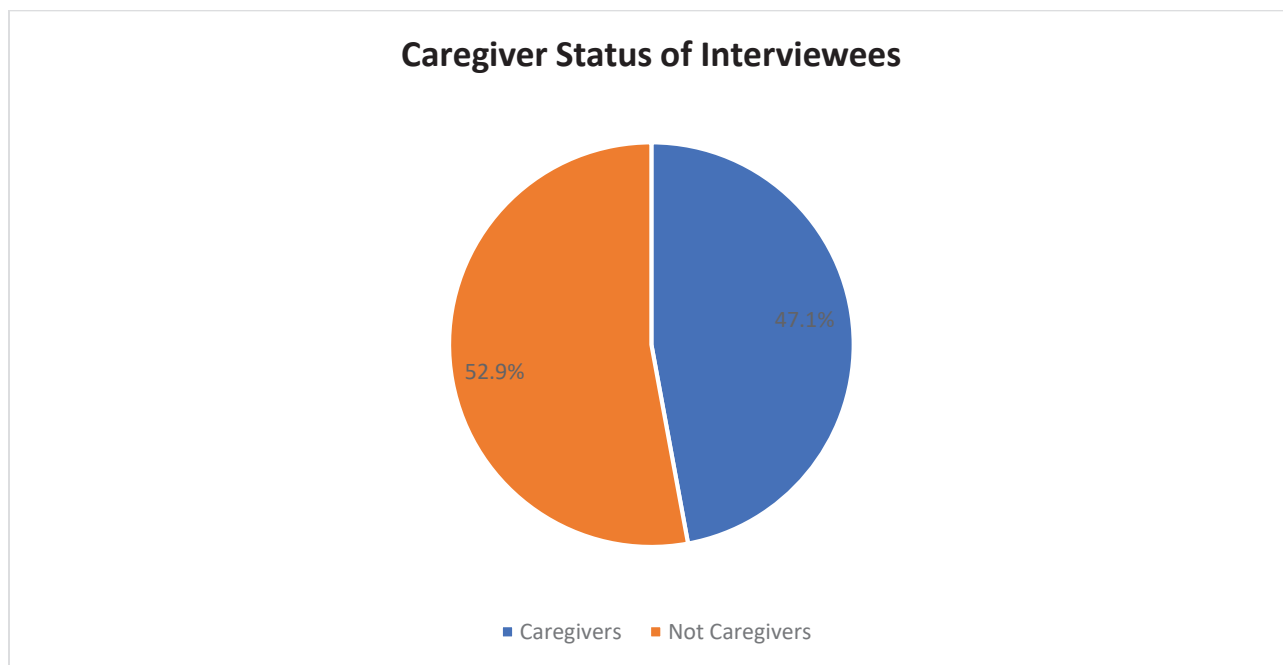


Figure 6: Caregiver status of Interviewees

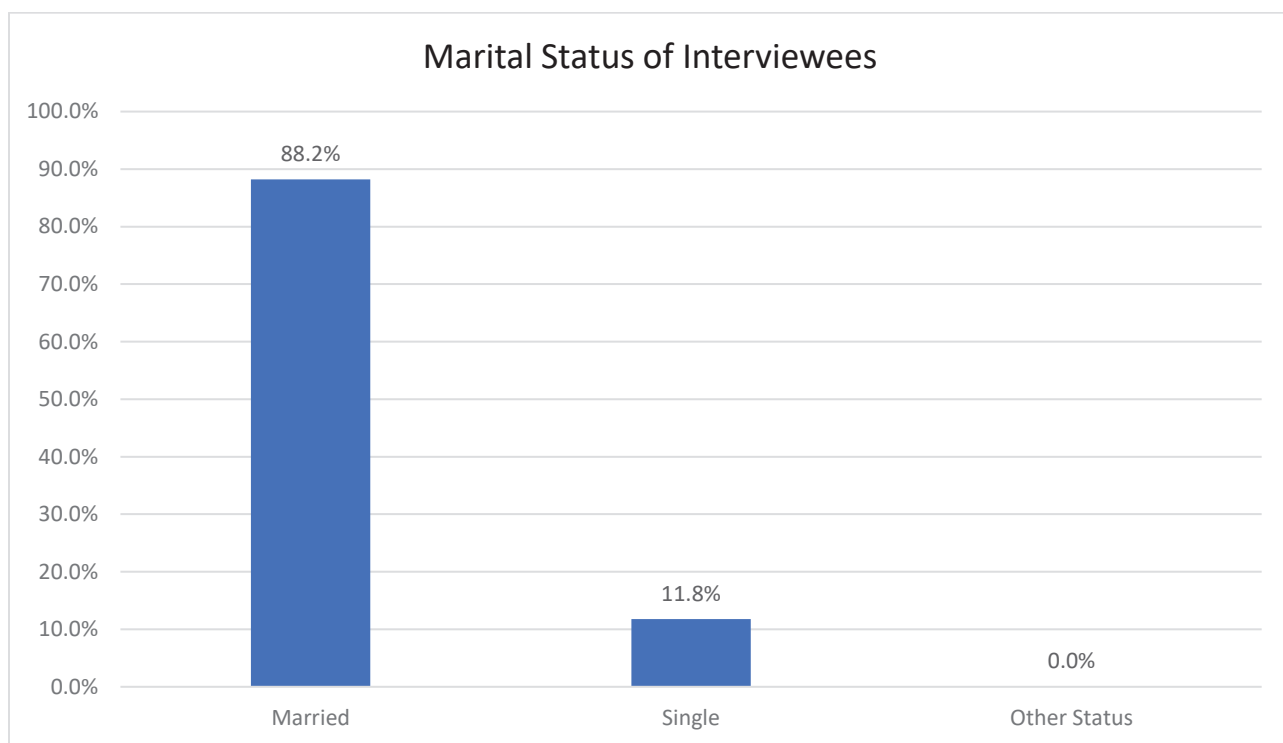


Figure 7: Marital status of Interviewees



Composition of the Group of Interviewees: Licence, Education and Location

Of the total number of persons interviewed, most persons had a Professional Engineer (P. Eng.) licence with one interviewee having a Professional Geoscientist (P. Geo) licence and one interviewee being an Engineer in Training (E.I.T.). Some interviewees had other licences not related to Engineering or Geoscience.

It is also important to note that all the interviewees completed one or more of their degrees in Canada, India, or the United States of America (USA).

Figures Eight (8) to Ten (10) below provide a more detailed breakdown of the licence, permit types, and education of the interviewees.

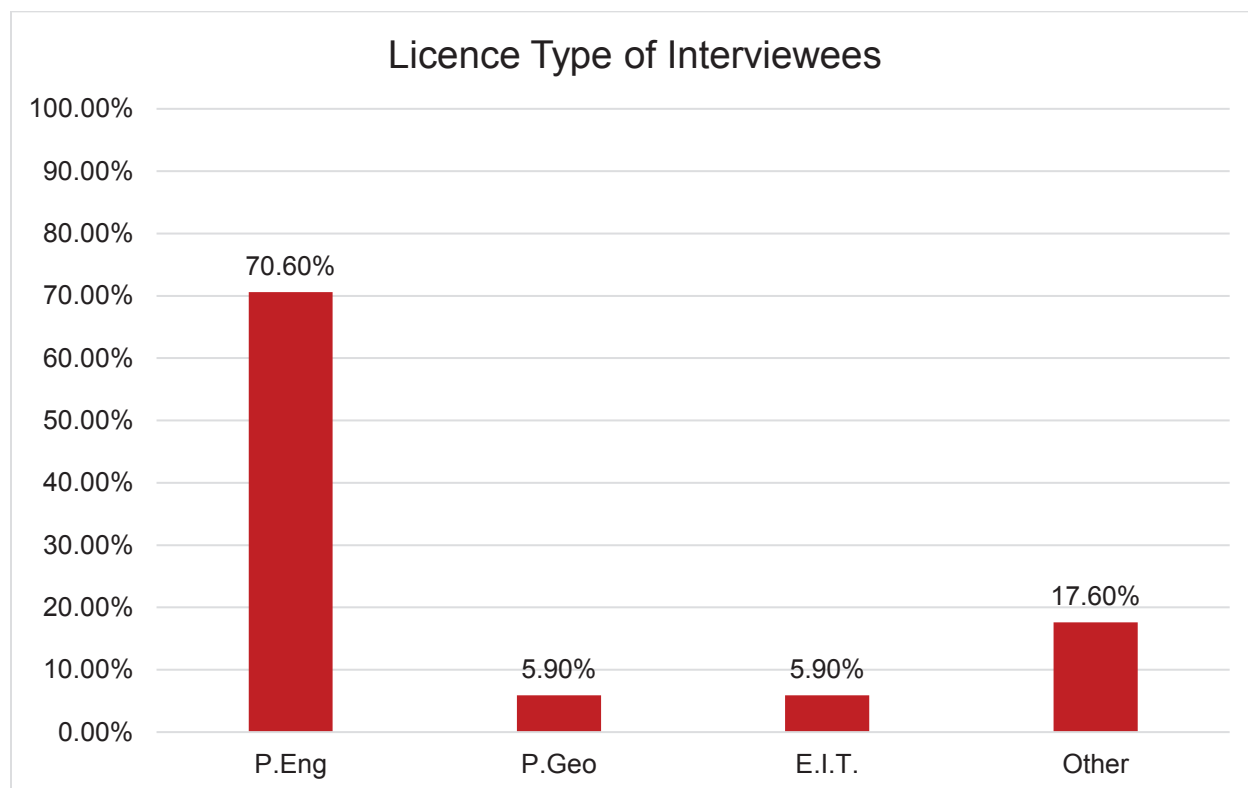


Figure 8: Licence Type of Interviewees



Permit Holders and Responsible Members

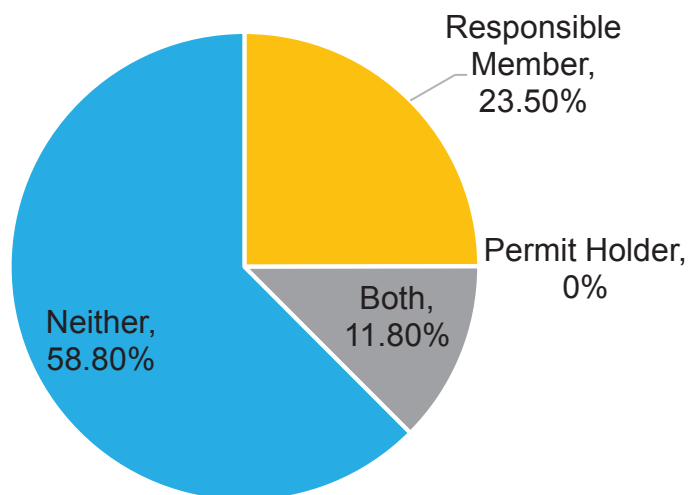


Figure 9: Permit Holders and Responsible Members

Countries Where Degrees Were Earned

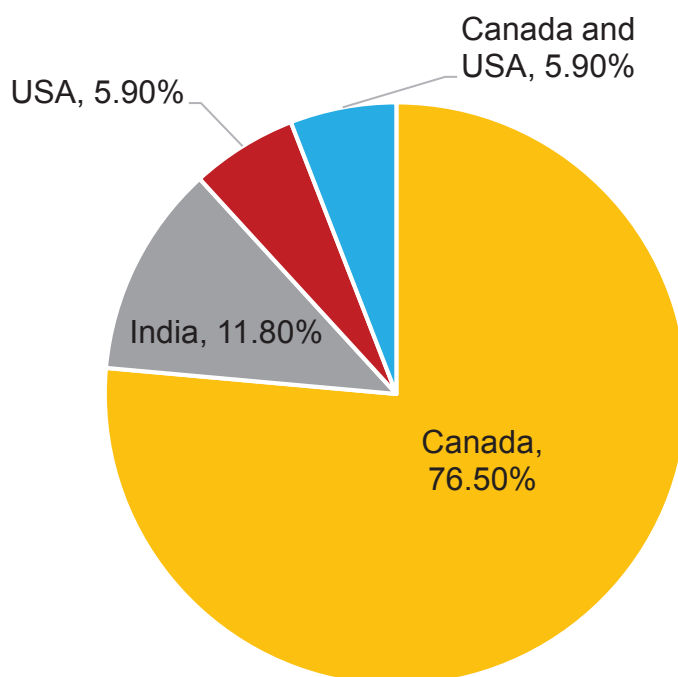


Figure 10: Countries Where Degrees Were Earned



Several communities across Alberta were represented by the interviewees' locations. Conversely, APEGA has ten (10) Branch locations across the province but not all communities with a Branch were represented during the interview process meaning there may be perspectives missing from this discourse.

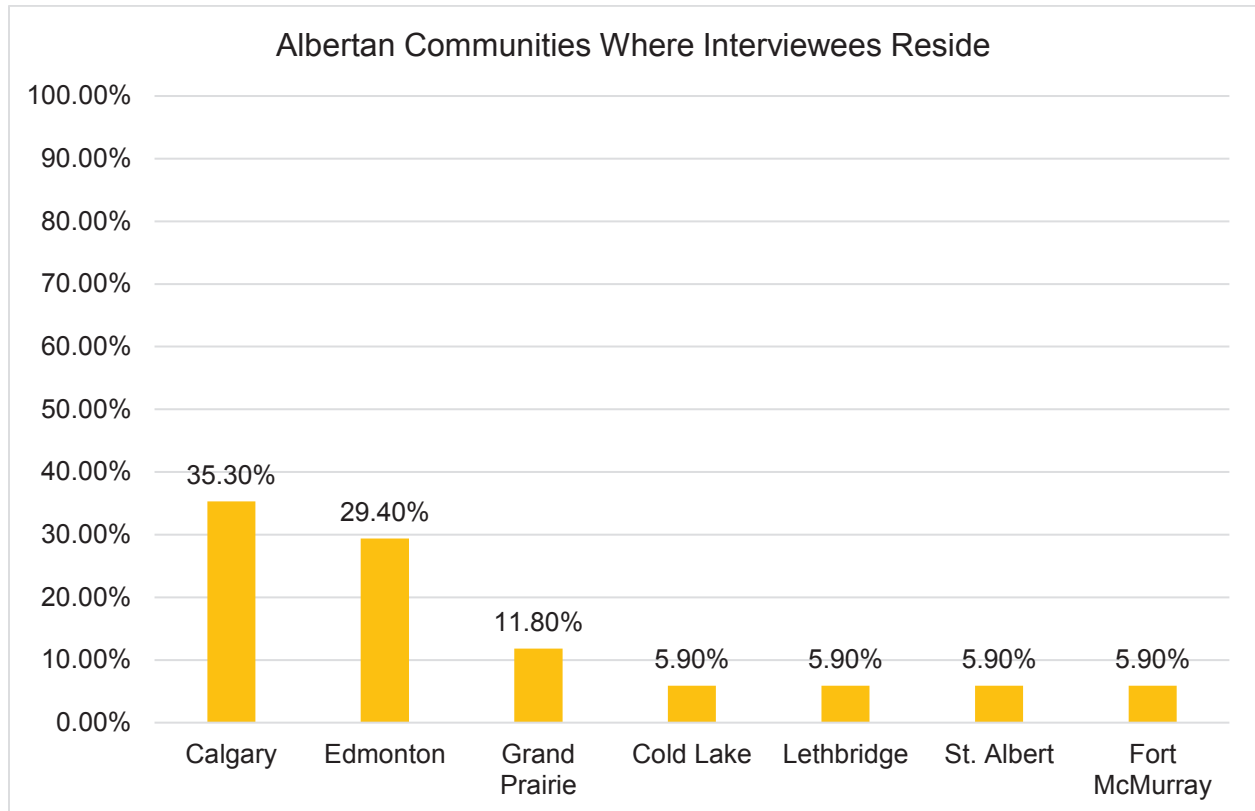


Figure 11: Albertan Communities Where Interviewees Reside

Findings

Understanding of Diversity, Equity and Inclusion (DEI)

CCDI's definitions of Diversity, Equity, and Inclusion ("DEI") are as follows:

- » **Diversity:** Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess.
- » **Inclusion:** Inclusion is about the collective. It is about creating a culture that strives for equity and embraces, respects, and values difference.
- » **Equity:** Equity is about the process. It is about how criteria are applied in policies and procedures in order to provide access to resources and opportunities based on the needs and dimensions of diversity of individuals.

The interviewees' definitions and descriptions of **diversity** reflect an intermediate understanding of diversity. The definitions make specific mention of aspects of personal identity, beyond the four protected groups under Employment Equity. Several of them mentioned multiple



dimensions of diversity including, but not limited to, age, gender, culture, ability, experience, place of origin, religion, and socio-economic background. Most of the descriptions focused on representation of different identity groups within the population of Alberta and of the membership of APEGA. In general, responses assumed diversity equates to equity and inclusion.

In terms of **inclusion**, the descriptions focused on respect, active participation and engagement of everyone, accommodation, and diverse opinions. In some cases, inclusion was discussed in reference to persons with disabilities, racialized persons, and immigrants. Some definitions stated that there is a link between inclusion and diversity. There were direct and indirect references to the need for a culture of inclusion. For the interviewees, it is not only important to have more visible representation of various groups but also having more stakeholders, such as general members, persons on Committees, etc., feeling that they belong and have a voice in the Nomination Process as well as the governance of the association.

The interviewees' discussions of **equity** reflected a predominantly legal understanding of equity. Most of the descriptions centered around fairness and equality. Some individuals focused on one type of equity such as pay equity, or gender equity, without providing a complete explanation. Some interviewees referred to accommodation while few talked about ensuring each person has what they need to be successful. Few interviewees mentioned that equity is not equality but bringing everyone to the same level or supporting those who are at a disadvantage.

Impact of Diversity, Equity, and Inclusion on APEGA's Success

100% of interviewees believe that Diversity, Equity, and Inclusion ("DEI") can impact APEGA's success. The responses identified several implications for APEGA's current and future success. The main themes that emerged from the discussions of impact were innovation and strategy, relationships with members and stakeholders, as well as issues of diverse representation.

Innovation and Strategy

Most persons believe DEI can positively impact APEGA's success by fostering better decision-making, generating better ideas, and providing a wider range of solutions to problems. Many cited the benefits when individuals can bring forward ideas, different values, different backgrounds, and different perspectives.

Likewise, DEI contributes to achieving APEGA's overall goals and implementing various strategies. DEI redounds to the benefit of the Council and various aspects of the association.

Members and Other Stakeholders

Most interviewees believed that DEI would impact APEGA's relationship with its members, including increasing member engagement. It would also influence the relationship with other stakeholders, communities served and the general public.

Below are some examples provided by the interviewees:

- » Members have increased levels of confidence when diversity is recognized.



- » APEGA is better able to serve the public interest and its membership.
- » It leads to APEGA's ability to build trust and be effective both with its members and the broader community.
- » It maintains the credibility of the association and the professions affiliated with APEGA.

Lack of Diverse Representation

Several interviewees indicated that there have been some recent improvements as it relates to representation of diverse identities. However, several persons expressed concerns about the lack of diverse representation on Council. This includes questioning the extent to which there is sufficient reflection of Alberta's population and the over 70,000 registered members of the association.

In addition, some persons spoke about an increase in international trained and immigrant professionals as it related to DEI's impact on APEGA. Those discussions centered around the diverse identities and backgrounds of the immigrant members. Some persons stated that it is imperative for APEGA to take more action to improve the state of DEI as the numbers of immigrant members have been increasing.

Potential Barriers to Implementing a New Recruitment Cycles and Nomination Process

There was a split between interviewees as 53% of interviewees stated that there are potential barriers while 47% of interviewees stated that there were no potential barriers to implementing a new recruitment cycle and Nomination Process for the Council of APEGA.

The groups who identified potential barriers to implementation were as follows:

- » Most of the persons who identified barriers have been affiliated with APEGA for twenty (20) years or more (62.5%), followed by persons affiliated for one (1) to five (5) years (37.5%).
- » More white persons (87.5%) identified barriers than racialized persons (12.5%).
- » More persons aged fifty (50) or under (62.5%) identified barriers compared to persons fifty-one (51) and over (37.5%).
- » There was an equal split between men and women on the topic of barriers.

Figure 10 below outlines this information in a bar graph. It is important to note that as some interviewees have overlapping areas of involvement in APEGA, the total percentages do not add up to 100%. This information conveys those that believed there may be a barrier in implementing a new process at APEGA for the Council Nomination Process.

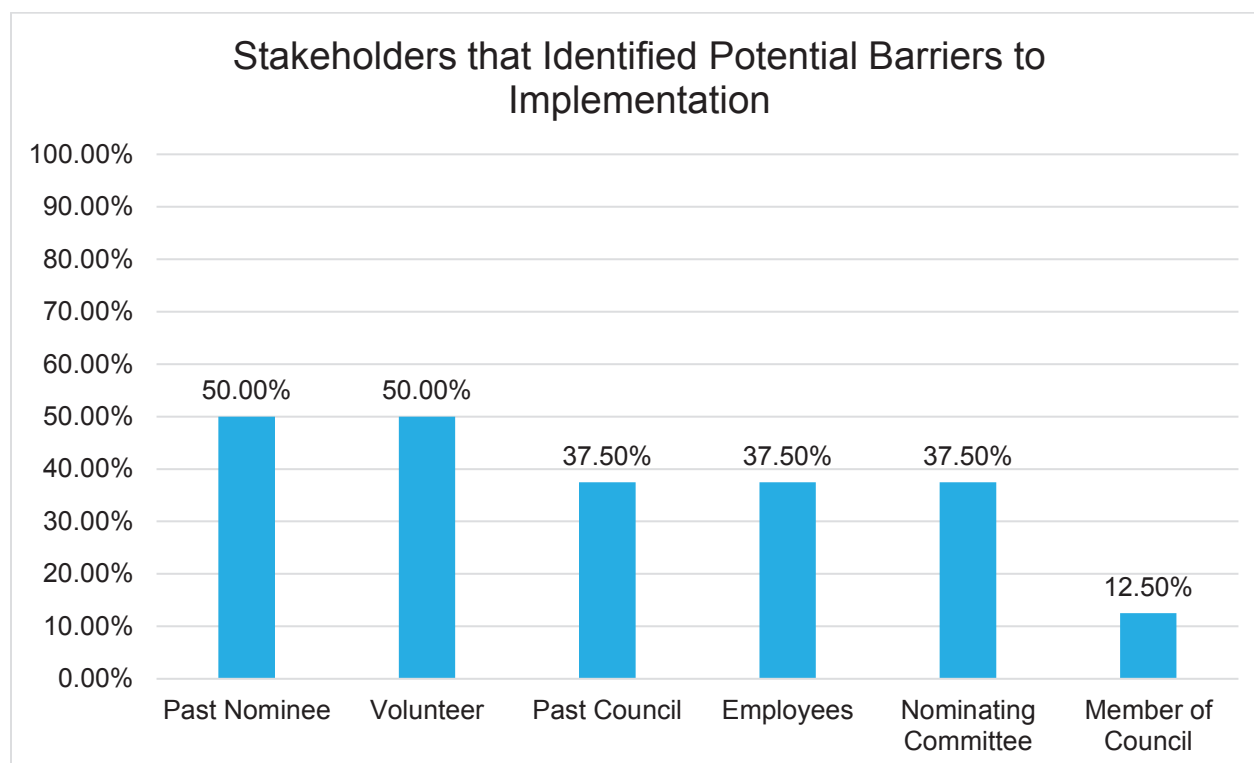


Figure 12: Stakeholders that Identified Potential Barriers to Implementation

No Potential Barriers

Persons who stated that there were no potential barriers to implementing a new Nomination Process or recruitment cycle explained that there is help available within APEGA to implement changes. The Council and the association are equipped to manage any necessary process changes. Also, members of Council are open to changes and new ways of doing things. Likewise, the association members are willing to explore new approaches. Others highlighted that engaging with CCDI for this project is an indicator of APEGA's commitment and openness.

Potential Barriers: Processes and Misunderstanding of Legislation

The persons who stated that there were potential barriers mainly discussed the following:

- » Several key processes need to be streamlined including the process of establishing criteria for selecting nominees, determining the composition of the Nominating Committee, and the voting processes.
- » Lack of clarity about the requirements for governance, based on the extent to which some leaders and members have misunderstood various aspects of the association and relevant regulations including the Nomination Process (related to the number of signatures required for nominees).
- » Views about the Legislation or The Engineering and Geoscience Professions Act and Current by-laws were divided about the extent to which the legislation and by-laws prescribe or limit the composition of the Council and the requirements of the Nomination Process.



- » Some persons believed the legislation would limit what can be done, while others stated that there were no restrictions impacting implementation of a new process.

Potential Barriers: Attitudes to Change and Communication

Other interviewees cited resistance to change and communication issues as potential barriers to implementing a new Nomination Process or recruitment cycle.

Several persons cited managing change and persons' responses to change as potential barriers:

- » Some persons explained that it has been challenging to implement changes within APEGA. This also includes processes moving slowly.
- » Some persons said that Council stands in the way of changes that should be happening and has influence over the changes that are made and discarded.
- » Other persons identified that some influential persons on the Council and the committee were very attached to the current way of seeing and doing things related to their roles, highlighting a "this is how we have always done it" perspective.
 - » Some persons are open to change but not drastic change stating that change should only be made based on general membership consensus.
 - » Other examples were the tendency of the general membership to go with the recommendations of the Nominating Committee without additional research or scrutiny.
 - » Also, self-nominees are not as likely to be successful in their bid for leadership, and members not likely to elect the diverse nominees among the slate.
 - » While diverse and non-recommended candidates have become nominees and/or have been elected, the interviewees' described this as a new trend based on their observations.

Several persons indicated it would be a potential challenge to find the most effective communication method and engagement a wide cross section of members:

- » It may be difficult to have everyone's voices included in the upcoming discussions and decision-making about changes.
- » Cultural barriers may contribute to communication issues especially for members who are immigrants.
- » Consideration should be given to the matter of how to make it more appealing for persons to consider being on the Council and how to encourage companies/responsible members to have persons on Council.

Other Issues to be Addressed

All interviewees were asked to identify other issues that they believed should be addressed by the Special Committee. 41% of persons indicated that there were no issues and that the Special Committee is already focused on the right things, especially in terms of the nominations process.

59% of interviewees identified other issues that they believed the Special Committee should address. Of the total number of persons who identified issues, 50% of them have been affiliated



with APEGA for over twenty (20) years. More men (70%) identified other issues than women (30%) while interviewees over fifty (50) years old (70%) identified more than those under that age. This could be for many reasons, including more men being interviewed as part of this process and those over fifty (50) having seen more aspects of APEGA because of their age and tenure in the Association.

It is also worth noting that there was an even split of racialized persons and white persons who identified other issues.

The issues identified as additional aspects for consideration by the Special Committee included:

- » Implementing additional advertising and promotional strategies.
- » Finding strategies to attract, integrate, and support internationally educated members.
- » Addressing inherent biases in the recommendation process and factors that influence election outcomes, especially for internationally educated members and professionals.
- » Supporting nominees, especially those who do not have a good understanding of the regulatory aspects and those who need to improve their oral communication skills.
- » Increasing the length of each term or tenure such as having two (2) year terms for the Nominating Committee so people have sufficient time to implement improvements.
- » Addressing how to change members' attitudes towards and perceptions of the Nomination Process and election processes such as unwillingness to evaluate the profiles of the nominees independently which then translates to a lack of openness to elect diverse nominees.
- » Addressing aspects of the electronic systems so they are more user-friendly
 - Some interviewees stated that the electronic interface used for candidates to submit their nominations could be more user-friendly as it currently causes frustrations, especially for self-nominees and first-time users who are completing their documentation because they are not able to get assistance.
 - One recommendation provided was to create tutorials to assist candidates with the process, including video and written tutorials.

Nomination Process

Different levels of exposure to the Nomination Process may impact feedback

It is important to note that interviewees have had different levels of involvement in each aspect of the process. As such, some persons indicated that they had no experience with certain aspects of the process. Few persons mentioned having other experiences such as selection of executive candidates and assisting nominees with using the electronic system. Figure 11 provides more information about the percent of interviewees with experience in each area.

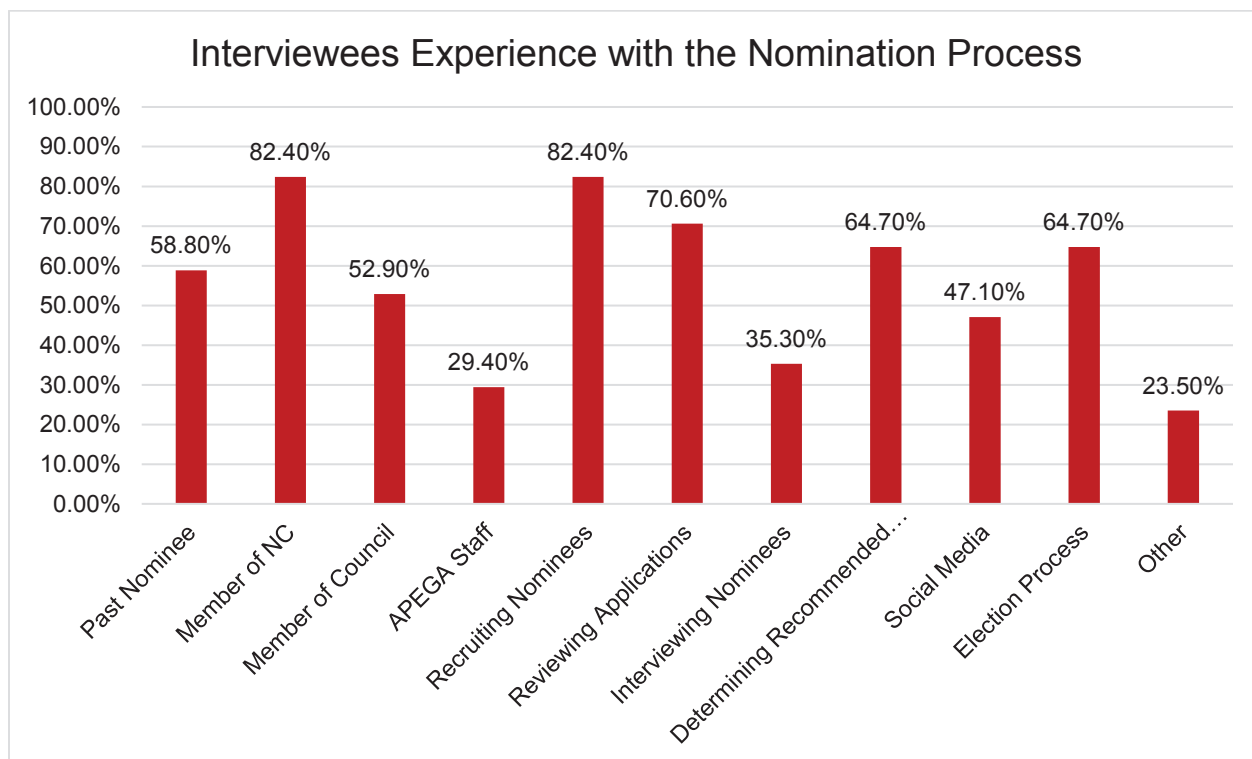


Figure 13: Interviewees Experience with the Nomination Process

For those interviewees who had some level of experience, more detail was provided to the extent of their experience as that would inform the perspectives they shared during the interview. Each interviewee who stated that they had experience provided an estimation of how much of their involvement/experience with APEGA exposed them to the specific aspects.

Interviewees were asked to identify if they believed that they had “little” experience, “some” experience, or “significant” experience with each aspect or stage of the nominations process. Otherwise, if any of these aspects did not apply to them, they said it was not applicable (N/A) or “no experience”. Some persons gave brief explanations of their choice, although it was optional to do. Figure 14 provides more detailed information about the responses for each aspect of the process. The information only includes information about those who stated they have “Little,” “Some,” or “Significant” experience.

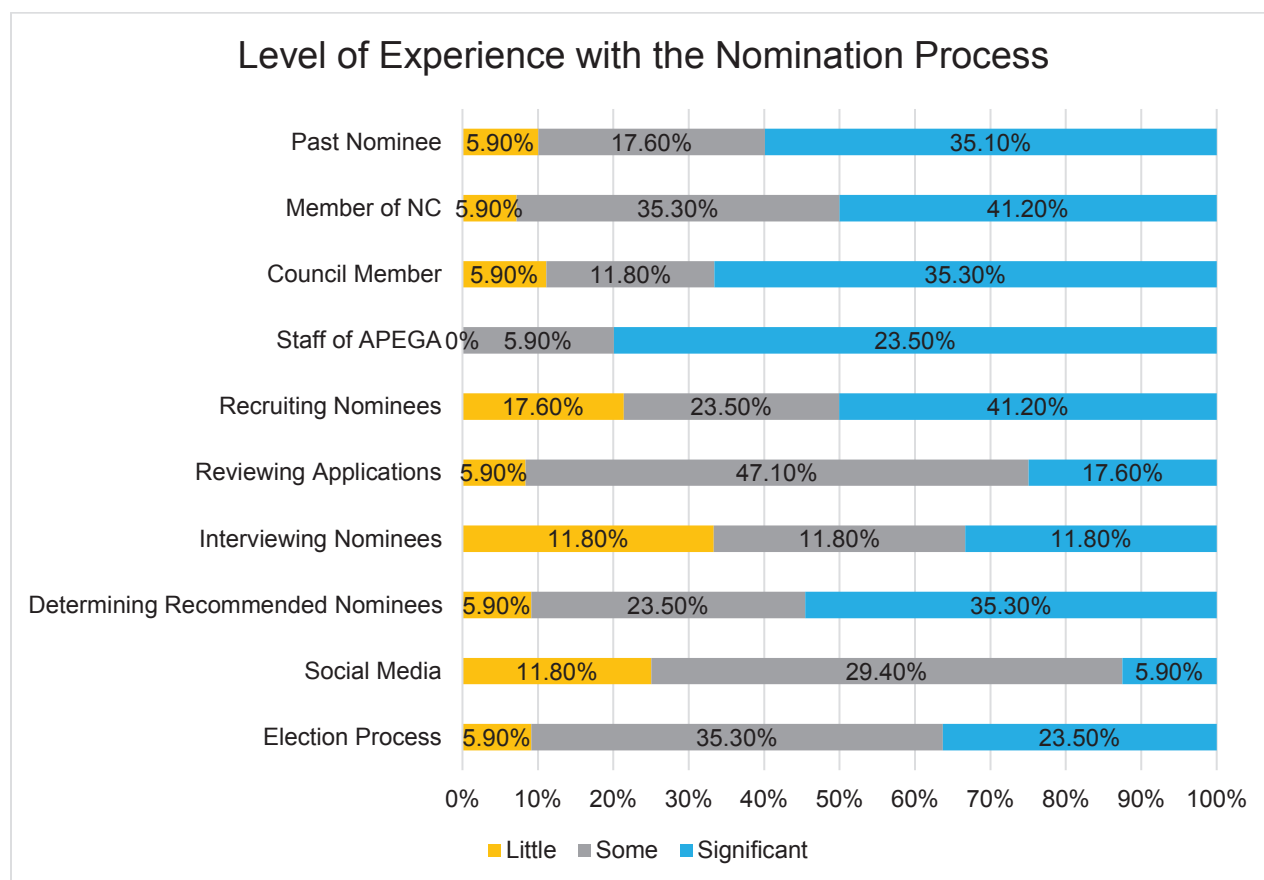


Figure 14: Level of Experience with the Nomination Process

Some highlights from the responses about experience with aspects of the Nomination Process include:

- » 52.9% of the interviewees reported that they had experience as a past nominee.
 - » Of those with this type of experience, 35.3% reported having significant experience.
- » 82.4% of interviewees stated that they had experience as members of the Nominating Committee, with 35.3% of those persons stating that they had significant experience.
- » 52.9% of the interviewees reported said that they had experience as members of Council, 35.3% of them said they had significant experience.
- » 82.4% of interviewees stated that they had experience recruiting nominees.
 - » Of those with this type of experience, 41.2% had significant experience with recruiting.
- » 64.7% of the interviewees did not have experience with interviewing nominees.
 - » Those who had experience in this category was evenly split with 11.8% each for significant, some, and little experience.
- » 70.6% of interviewees had experience with reviewing applications while 64.7% had experience with determining recommended nominees.



Feedback on Nomination Process

During the interviews, individuals were asked to rate various aspects of the current nominations process on a scale of one (1) to five (5), to explain why they chose that rating and provide suggestions for improvement. It is important to note that interviewees provided their feedback and recommendations for improvement in addition to the numerical ratings. As such, some persons who gave a rating of four (4) out of five (5) still provided recommendations and/or suggestions for improving the current process.

This section summarizes the quantitative and qualitative feedback on aspects of the current Nomination Process based on the explanations of what is working well and suggestions for improvement provided by the interviewees. Each of the underlying sections constitutes of two (2) parts: (1) positive feedback about this part of the process and; (2) recommendations for improvement about this part of the process.

Both the positive feedback and the recommendations for improvement in the following sections were provided directly from the interviewees. They do not constitute CCDI opinions of the aspects of the Nomination Process for APEGA's Council. CCDI's recommendations are in the following section.

Criteria to Identify Council Needs and Recommend Candidates for the Nominating Committee

Most persons rated this category as four (4) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest rating was two (2) out of five (5).

The interviewees' positive feedback about this aspect of the Nomination Process included:

- » This aspect has improved over time, especially over the last year.
- » The process seems fair and APEGA is doing a good job
- » Recommending candidates is done based on knowledge, skills, attributes, experience and diverse backgrounds required for Council.
- » Recommending candidates is based on Council's strategy and objectives as well as the gaps based on outgoing Council members.

Interviewees' recommendations for improvement included:

1. Some criteria are outdated such as the criteria related to having ten (10) years of experience as this tends to exclude persons who can bring fresh and creative perspectives to the Nomination Process and to Council.
2. APEGA should give greater consideration for diversity, equity, and inclusion, such as a giving more points for meeting criteria while being racialized person, or cultural diversity components and all other aspects of diversity.
3. The Council Needs lists have too many criteria and are not updated annually to analyze the skills that are lacking on the Council.
 - 3.1. Some interviewees stated that the list does not substantially change on an annual basis.
 - 3.2. Other specific references were made to the current approach to gathering the information for the needs assessment and that Council members should be more



thoughtful in determining what is actually needed beyond perusing the previous list and deciding what should remain and what should be eliminated.

- 3.3. It would be beneficial to rank them in a way that highlights which criteria are most crucial for this year of Council.
4. The process to recommend candidates for the Nominating Committee is not transparent which creates unintended biases.
 - 4.1. This was stated in relation to how the Council decides who is listed on the roster for the Committee.
5. Administrative and regulatory responsibilities are not well understood by members and candidates.
 - 5.1. Interviewees stated that it is not apparent what the process truly entails to create the Nominating Committee or throughout the Nomination Process.

Nominating Committee Composition, Role, and Work

Most persons rated this category as four (4) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest rating was two (2) of out five (5).

The positive feedback from interviewees about this aspect of the Nomination Process included:

- » The composition of the Nominating Committee is good.
 - » It has representatives from different industries, smaller regions and municipalities, urban and rural areas, and within the fields of geoscience and engineering.
- » There has been significant improvement over the last year by taking steps to increase diversity and inclusivity such as having people from the Branches on the NC and becoming Councillors.
- » The NC is very knowledgeable, highly committed, and very hard-working.
- » There has been an increase in gender, racial, cultural, and religious diversity on the NC.

Interviewees recommendations for improvement included:

1. APEGA can do a better job of attracting a diverse pool of persons to the committee.
 - 1.1. The committee needs more culturally diverse members.
 - 1.2. By having a diverse NC, this increases the likelihood of a diverse pool of Council candidates.
2. More attention should be put on tenure and the term limits within the NC.
 - 2.1. There are no term limits currently, which may foster some persons having undue influence over the NC for an extended period, including who is a Recruited Candidate. Conversely, it was said that a one-year does not always give enough time to implement changes to how the committee works.
3. It is necessary to refine and revise the current selection process, including the rating criteria and interviewing process.
 - 3.1. The current selection process (rating criteria and interviewing process) inherently excludes some persons who would have an interest in being on the Nominating Committee, especially those who do not have connections with members on the Council or do not have a large professional network.



- 3.2. It would be beneficial to find a different and more equitable method, which does not treat everyone equally in the selection process by taking steps to identify the challenges faced by different racial and cultural groups.
4. There appears to be some discomfort with change or doing things differently for the members of the NC.

Recruiting Nominees Through Promotion, Advertising, and Personal Outreach

Most persons rated this category as three (3) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest overall rating for this category was two (2) out of five (5).

The interviewees' positive feedback about this aspect of the nominations process included:

- » The advertising targets the appropriate members.
- » Some individuals' recruiting strategies are effective within their personal networks.
- » Interviewees stated that using emails, website, and personal contacts is effective in recruiting qualified nominees.
- » The NC has done a good job of identifying persons who are qualified to be a Councillor and encouraging them to participate.
- » In general, the NC is able to reach out to their networks effectively.

Interviewees' recommendations for improvement include the following:

1. APEGA is limiting itself through its current channels and avenues.
 - 1.1. There should be a wider variety of approaches and a streamlined process to find potential candidates.
2. APEGA has been relying on the Nominating Committee.
 - 2.1. The recruitment process revolves around personal connections, so APEGA attracts similar types of people to the Council.
 - 2.2. It is not pragmatic that the twenty (20) or so persons on the Nominating Committee can know and interact directly with over 70,000 members of APEGA and therefore cannot recruit beyond who they know which may lead to unintentional biases.
3. APEGA needs to present the Council's work in a more appealing way.
4. Some persons, such as new immigrants and self-nominees, are at a disadvantage if they do not have a network.
 - 4.1. APEGA is missing out on this talent.
5. The Branches are attracting a very diverse pool of leaders, but this is not translating to the nominees for Council.
 - 5.1. There should be an investigation into why people choose to be Branch Leaders and not Councillors.
 - 5.1.1. As Councillors are outlined to have some membership responsibilities, it seems logical that the next step from Branch Leader should be Councillor; however, this does not appear to happen at a high rate.
 - 5.2. There should be an undertaking to learn about the recruitment and election process for Branch Leaders and attempt to use some of what is learned for Councillors.



Process when Member Self-Nominates

Most persons rated this category as four (4) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest overall rating for this category was two (2) out of five (5).

The interviewees' positive feedback about this aspect of the Nomination Process included:

- » Improvements have been made to the process as APEGA has ensured that more information has been available in recent years.
- » Many interviewees stated that the current process is working well and is fair.
- » There are no restrictions on who can self-nominate as long as they have the required support with 25 signatures.
- » There are robust tools and processes in place to assist with this process.

Interviewees' recommendations for improvement included the following:

1. It seems that APEGA's organizational culture is not accepting of self-nominees.
2. APEGA needs to be more transparent with explaining the recommendation process.
3. Self-nominees find the process very difficult.
 - 3.1. It is a deterrent because they feel it is too complicated.
 - 3.2. This is especially true for those who do not have a large network within APEGA.
4. One recommendation from many interviewees is to be more democratic by eliminating the Recruited Candidate system.
 - 4.1. The perception from many interviewees was that there is a different process for self-nominated candidates (to receive 25 signatures) while the Recruited Candidates did not have to meet this requirement which was perceived as unfair.
5. APEGA is not conveying the important information to the general membership for persons to do appropriate self-assessment of their readiness.
6. More education around the Council work and regulations is essential.
 - 6.1. Self-nominating candidates are not fully aware of the council work or the regulations that govern APEGA.

Process when Member is Recommended by APEGA

Most persons rated this category as four (4) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest overall rating for this category was one (1) out of five (5).

The interviewee's positive feedback about this aspect of the Nominations Process included:

- » This year APEGA has taken the proactive approach of clarifying how a nominee becomes a Recommended Candidate as this had been the forefront of people's thought process.
 - » There is no obvious advantage to being recommended because you can still be on the ballot even if you are not recommended.
- » There is someone engaged with tracking their progress when they are referred by someone.



Interviewees' recommendations for improvement included the following:

1. APEGA should consider eliminating this part of the process as it is an unnecessary step.
 - 1.1. To some, it was not providing any benefits as APEGA has been receiving complaints from those who were not recommended.
 - 1.2. Other interviewees stated that it does not provide any value to the membership during the election process.
2. There is a need for clarity around what being a "Recommended Candidate" means to the candidates and the membership at large.
 - 2.1. Some stated that not being recommended led them and other candidates to believe that the Nominating Committee does not think they are "good enough."

Screening, Interviewing, and Selecting

There was an equal number of persons who rated this category as four (4) out of five (5) and five (5) out of five (5). The highest overall rating for this category was five (5) out of five (5) while the lowest overall rating for this category was one (1) out of five (5).

The interviewees' positive feedback about this aspect of the Nominations Process included:

- » There were several noted accomplishments among the comments such as "It is an excellent process, which is necessary to put candidates forward in an informed manner."
- » The review process is fairly comprehensive including diversity to ensure that the pool being recommended is representative of what Council needs.
- » Interviewees noted that everyone who satisfies the qualifications gets an interview as there is no screening out process.
- » Interviewers use very structured interview questions.
- » Over last two years, the same interviewers interviewed all candidates and that does a lot for consistency as well.
- » Process is designed to provide an equal opportunity for anyone without giving anyone an unfair advantage.
- » Prior to all candidates' information reaching the Nominating Committee, information packages are sent to candidates to ensure everyone has consistent information.

Interviewee's recommendations for improvement included the following:

1. Have a diverse group of interviewers with at least five (5) persons.
2. Have weighted criteria so that there is a more transparent process to what exact criteria are applied in shortlisting and interviewing.
3. Do not treat people from different cultural backgrounds unfairly as they may have difficulty.
 - 3.1. Examples provided included persons with certain names being taken out of contention and having an accent being equated to poor communication skills.
 - 3.2. This is an area where biases are evident including how someone is evaluated if English is their second language.
4. There should be more considerations for minority representation.
 - 4.1. Many people from underrepresented communities are not fairly presented to the membership as a choice (i.e. by not being recommended).
5. Nothing in the By-Laws allows the Nominating Committee or Council to communicate their preferences to the membership.



- 5.1. This can be seen as attempting to influence the election results.
- 5.2. The outcome ends up with a slate of candidates that have all looked the same in terms of experience, gender, ethnicity, and attributes.

Key Themes from Interviews

Diversity Does Not Equal Equity and Inclusion

Most of the interviewees acknowledged that there has been increased diverse representation on the Nominating Committee, in Branch leadership, and the APEGA Council. At the same time, several stated that much more needs to be done to amply reflect the different identities and various dimensions of diversity evident within the population of Alberta and of the membership of APEGA. There was 100% consensus among the interviewees that diversity, inclusion, and equity can impact APEGA's success.

However, there is an underlying assumption that diversity equates to equity and inclusion throughout the discourses. Few persons recognized that they are intricately linked but they are different. Equality is treating all persons in the same manner while equity is recognizing that people differ in their abilities, resources, experiences, and access to opportunities. These differences tend to become barriers when ignored.

Some examples of differences between having a process that is equal instead of equitable include the following:

- » There were no indicators that APEGA offers accommodation for most groups or proactively removes barriers to support those who are at a disadvantage or require additional consideration in the Nomination Process (including persons with disabilities, indigenous persons, LGBT2sQ+, immigrants, racialized persons). It is important to acknowledge that examples were noted regarding being proactive regarding women by having a lens on gender issues.
- » Having a variety of ways to interview candidates rather than a single way to ensure equitable treatment, especially for women and racialized persons.
- » Creating the nomination package documents in only one language and not providing resources or explanations in other languages, upon request.
- » Not having information about the electronic interface and process to submit the nomination package via video and written tutorials.
- » Not providing a summarized version of each interview and information about each candidate and having the interviewers providing a high-level summary, which may unintentionally sway the decision of "Recommended Candidates."
- » Outside of the appointment of the Special Committee looking into the Nomination Process, what steps have been taken to obtain directly from the members of various demographic groups information about their diverse needs and challenges? How do members of various demographic groups believe that their needs and challenges can be addressed so that they may have an interest in the Nomination process and / being on Council? This may include general surveys of the members or having self-identification questionnaires for nominees.



The anecdotes from interviewees suggested that some groups were usually at a disadvantage at various stages of the Nomination Process, primarily:

- » Immigrants
- » Internationally educated persons
- » Persons who are not eloquent speakers in general, or persons for who English may not be their first language
- » Self-nominees (not recruited by member of Nominating Committee)

There were no indicators that APEGA offers accommodation or proactively removes barriers to support those who are at a disadvantage in the Nomination Process. These are essential aspects of how equity ensures each person has what they need to be successful. Equity also aligns with clear criteria and transparency. Also, key aspects of the Nomination Process are largely influenced by a relatively small group of persons, so it is likely that voices are missing from the processes. Also, more can be done to promote the importance of a culture of inclusion. It was said that persons who were newer to the field are not able to be part of the Council and other comparable roles that have a leadership aspect within APEGA because they had less than 10 years of experience. At the same time, some persons remained in leadership roles for a long time and had a lot of influence.

Cultural Differences, Equity, and Inclusion for Immigrants

It appears that diversity is being brought to the association by immigrants and internationally educated professionals. However, APEGA can do more to ensure that immigrants and internationally educated professionals are able to experience inclusion and equity within the Association's Nominating Committee, Nominating Process, and Council, especially if an individual has an interest in involvement at the Council level or other senior leadership roles at APEGA.

There were multiple examples of the negative implications for persons with non-Anglo-Saxon names or for persons whose first language is not English. Some persons spoke about an expected exponential increase in internationally trained and/or immigrant professionals as it relates to APEGA's lack of readiness to accommodate their needs from a cultural competency perspective.

This includes diverse representation of various backgrounds, taking action to prepare for all dimensions of diversity and (cultural and social) inclusion, having an equitable system where APEGA is able to easily validate candidates who are coming from outside the country to be qualified and get their designation in Canada or in Alberta.

Managing Unconscious Bias

The result of unconscious biases is that people will naturally select persons who have similar attributes to them as well as perceive those who may be "different" in a negative way because of their perceptions. This means that even if there are diverse candidates, they may still not be selected as a "Recommended Candidate" because of a bias held by a member of the Nominating Committee that chooses those "Recommended Candidates."



Interviewees comments addressed that processes, practices, policies and procedures are heavily dependent upon, and relies almost exclusively on, a small core group, which is itself not a very diverse group. There were examples at every stage of the Nomination Process that showed the influence of unconscious biases.

Some qualitative examples from the interviews include:

- » Criteria to identify and recommend candidates were not transparent and there are unintended biases because the list of criteria is marginally updated annually for skills lacking on the Council as well as the list not highlighting which criteria were most crucial.
- » In reference to the Nominating Committee, it was said that there is no official process for adding new members to the committee and ensuring a diverse pool of persons are on the committee, which decreases the likelihood of a diverse pool of candidates.
- » During interviews, people from different cultural backgrounds have faced difficulties being successful for reasons not related to their leadership competence or meeting regulated requirements.
 - » Examples include persons with certain names being taken out of contention, meaning they are given a lower score on their interviews, not being recommended by the Nominating Committee, or completely removed from the slate of candidates because they do not meet the base requirements, and having an accent is equated to poor communication skills.
- » The outcome of the selection process tended to be a slate of candidates that have all looked the same in terms of experience, gender, ethnicity and attributes.

A lack of awareness of how unconscious biases impact selection processes for Recommended Candidates is hindering APEGA's goals related to DEI, especially those related to equity and inclusion. Actions should be taken to address unconscious bias, especially in the work of the Nominating Committee.

Conclusions



Conclusions

Overall Key Recommendations

The following recommendations have been made based upon the findings in both the Document Review and Interview Analysis. These trends appeared in both and had similar findings and information among the interviewees and throughout the analysis of the documentation provided.

These key areas of recommendations are as follows:

1. Education and Training
2. Advertising, Promotion, and Outreach
3. Streamlined, Transparent Process

Under each heading is more information about the topic and associated key recommendations.

Education, Awareness, and Training

The lack of awareness of the work of the Council, the Nomination Process, and applicable legislation has created a negative experience for some persons or a lack of active interest for others. This point was a recurring theme in the interviews and is clear in the documents provided there is no clarity or way to find answers to questions that persons may have.

Recommendations

1. Create an initiative that is specifically geared towards providing a better understanding of the nomination requirements and processes to the general membership.
 - 1.1. Several interviewees stated that it is necessary.
 - 1.2. There are cost effective strategies such as using short tutorial videos or handouts to be distributed and discussed with the members at the various Branches.
 - 1.3. These could be done as part of inclusive facilitated sessions to give diverse members an opportunity to receive clarifications in real time.
 - 1.4. If funding and other resources are available, there may be an opportunity to incorporate more structured learning around the Nomination Process and various other governance aspects as part of the continuing education activities for members.
2. APEGA should consider training for its staff members, Councillors, Branch Leaders, and Committee Members in the areas of inclusive leadership, cultural competence, and unconscious bias.
 - 2.1. This education would help to address any lack of awareness of how unintended biases may impact how individuals and committees carry out their functions while simultaneously improving the engagements of all stakeholders.
 - 2.2. They will foster greater diversity, equity, and inclusion. APEGA should decide how best to proceed with next steps from a cost and timing perspective, if this is something it wishes to pursue.



Advertising, Promotion, and Outreach

Successful outreach and recruitment require a wider variety of strategies for promotion and advertising, in addition to the current work of Council members and Nominating Committee members engaging their individual networks.

Global Diversity and Inclusion Benchmarks (GDIB) is a tool to help organizations determine strategy and measure progress in managing diversity and fostering inclusion⁴. Category 13 of the GDIB documents deals with Marketing. The best practices and progressive practices sections indicate that having a diverse group leading advertising and marketing efforts leads to more effectiveness and innovation.

Some other things to keep in mind in terms of advertising and promotion from a diversity and inclusion perspective are:

- » APEGA may be able to leverage information about its members, in accordance with applicable privacy legislation. Having current information about the target audience helps in finding appropriate strategies to connect with them and convey key messages.
- » Lived experiences of the leading committee or group is valuable in identifying unique needs of different audiences and finding a variety of solutions.
- » Advertising, outreach, and promotional methods, activities, channels, and materials should be inclusive, accessible, and culturally sensitive.
 - » They should also have relevance to the various regions of the province where members are from.
- » Advertising, outreach and promotional methods, activities, channels and materials should challenge stereotypes about various demographic groups.
- » Having a blend of targeted digital and in-person interactions would likely increase reach and impact. This is enhanced by diverse representation.

The recommendations proposed below would be beneficial to remove the burden of finding suitable candidates from the Nominating Committee's personal networks to the APEGA membership inclusive. This would reduce the bias and barriers put into place where similar people are nominated, recruited, recommended, and elected to Council.

⁴ O'Mara, J., and Richter, A. (2016). Global Diversity and Inclusion Benchmarks: Standards for organizations around the world. Diversity and Inclusion Collegium. Retrieved online from <http://diversitycollegium.org/usertools/GDIB-V-03072016-3-2MB.pdf>



Recommendations

1. Consider establishing a dedicated group or committee of diverse individuals to spearhead its advertising, promotion, and outreach efforts to recruit nominees, congruent with any applicable provisions of the Engineering and Geoscience Professions Act.
 - 1.1. This should include Branch Leaders who will be able to provide insights on what works to communicate with their membership.
2. Develop a comprehensive communication strategy for promotion, advertising and outreach, as previously discussed under **Process F: Advertising and Promotion** (pages seventeen [17] to eighteen [18]).
3. Communication toolkits should be created for each of the Branch Leaders to distribute information based around a certain topic.
4. Metrics such as email click-through rates, online interactions, responses, impressions, etc. should be measured for each advertising and promotion campaign to understand what has been working and what needs to be updated.
 - 4.1. It is recommended that at least three (3) different strategies are used, in multiple formats and languages, prior to reviewing and deciding on the overall communication strategy for APEGA moving forward.

Streamlined, Transparent Process

There are several measures that may be taken to ensure that APEGA has streamlined, equitable, and transparent processes. Through a review of the documents, and discussions with interviewees, establishing a clear process and guidelines for determining the composition of the Nominating Committee is crucial.

Recommendations

1. Establish an objective assessment of the needs of Council which is used to prioritize “must have” skills and knowledge and required specialized skill sets.
 - 1.1. It is helpful to incorporate a formal needs assessment meeting into the Council’s annual schedule to draw deliberate attention to updating the information and having a succinct list of criteria for Council as one of the outputs of the meeting.
 - 1.1.1. This recommendation is based on interviewees’ feedback under **Criteria for Determining Needs and Recommending Nominating Committee** Points 3 and 3.1 as well as under the Document Review under **Process B: Council Needs**.
 - 1.1.1.1. Interviewees stated that “The Council Needs lists have too many criteria and are not updated annually to analyze the skills that are lacking on the Council” and some noted that the list hardly changes on an annual basis.
 - 1.1.2. While it is important to know the immediate needs to fill on an annual basis, there should be a comprehensive list of the needs to be a successful member of APEGA’s Council that goes beyond these short-term needs.
 - 1.1.3. This means there should be a comprehensive list of every skill, ability, and competency that would be beneficial for the future of APEGA.
 - 1.1.4. While some may have more urgency and impact on an annual basis, there will be others that are “core” to be a good Councillor and some that would be assets that may increase the diversity of Council.



2. Make the self-nomination and APEGA Council recommendation Nomination Processes more aligned and balanced.
 - 2.1. Some interviewees suggested it would be beneficial to implement a more simplified process and having fewer categories that are treated as priority criteria.
 - 2.2. While the self-Nomination Process does not prevent one's name from being on the ballot, the current approach has created a disadvantage to the self-nominee, in the stage of the process where Recruited Candidates may have an option but it is mandatory for the self-nominee.
 - 2.2.1. It is currently stated in the process document that having twenty-five (25) signatures may be optional for those recruited by the NC and several interviewees stated the same information.
 - 2.3. Self-nominees need to be better informed about the expectations of becoming a Council member, the process of getting elected, and the demands upon becoming elected.
 - 2.4. It may be more equitable to not have persons being officially recruited or endorsed by the Nominating Committee, so that the emphasis is on the Nominating Committee's role in validating each candidate and what they are offering to the Council, and then presenting all eligible candidates to the membership as the slate of candidates for the election process.
 - 2.4.1. It is worth noting that being a Recommended Candidate with the asterisk beside their name on the ballot has the perception and interpretation that they are being endorsed by the NC rather than that they have exceptional criteria to be a Council member.
 - 2.5. Being more equitable may also mean revisiting criteria such as the ten (10) years of experience requirement and determining if it is a relevant, bona fide requirement, or whether it is creating a barrier.
 - 2.6. Apply change management principles and leading practices which will help to sustain changes to APEGA's Nomination Process after initial implementation.

Change Management and Process Changes

It is important to recognize that changes to processes, policies and procedures trigger varying responses from the persons impacted by the changes. It starts with acknowledging that many persons might not understand why more DEI in the Nomination Process is necessary for APEGA's growth and might not buy into the need for change at the outset.

Several interviewees cited managing change and persons' responses to change as a potential barrier to updating aspects of the Nomination Process:

1. Some interviewees explained that it has been challenging the implement changes with APEGA and APEGA's Council. This has also included processes moving slowly or being stuck because of "red tape."
2. Some interviewees said that Council stands in the way of changes that should be happening.
3. Other interviewees identified that some influential persons on the Council and the NC were very attached to the current way of accomplishing tasks related to their role.



- 3.1. Interviewees stated that these people have an attitude that relates to “this is how we have always done it, so I don’t see the need for change.”
- 3.2. Interviewees also noted that while some persons are open to change, it tends to be the non-drastic changes and/or that change should only be made based on general membership consensus.

A helpful resource for creating a sense of urgency and appropriately addressing various stakeholders’ responses to change is the book *Our Iceberg is Melting*⁵. In the book Kotter and Rathgeber outline people’s typical responses to changes in organizations and varying approaches that are effective in getting buy-in depending on the underlying reasons for resistance to change. Fifty-three percent (53%) of interviewees mentioned that managing change would be challenging. In some of the examples provided by interviewees, it was said that some persons who are actively involved with aspects of the Nomination Process have demonstrated a “this how we have done it” view suggesting that there will likely be strong resistance to change from those persons. In other cases, it was said that some of the processes were adopted based on what was happening in the association at a particular time when there were less candidates interested in nominations and less diversity among the general memberships.

With this later group, there will likely be less resistance and it will be easier to get their buying by showing that suggested changes will make processes more pragmatic based on the dynamics within APEGA today.

Any type of change, whether for a global company or volunteer Council, should use a change management approach for best results. Applying change management principles and leading practices will help to sustain changes to APEGA’s Nomination Process after initial implementation. There are many factors contributing to success in managing change such as effective sponsorship of change at the highest level of any entity (leadership behaviours in setting and maintaining the culture), consistent communication of key messages and proper resources to support change. Richard Smith, Ranjit Sidhu et al, authors of *the Effective Change Manager’s Handbook*, describe key causes of failed change efforts and offer some practical guidelines to increase the likelihood of success.

Recommendations

The key relevant points to APEGA are as follows:

1. Maintaining and articulating a clear and attractive vision for the change, showing how it links to the organization’s strategy.

⁵ Kotter, JP and Rathberger, H (2006). *Our Iceberg is Melting: Changing and succeeding under any conditions* (1st St. Martin's Press ed.). New York: St. Martin's Press.



- 1.1. The tone must be set for parties involved in and impacted by the Nomination Process.
- 1.2. Everyone must be on the same page about “the way” and “what are we trying to accomplish” behind any aspect that is incorporating proposed changes.
2. Gaining the commitment and involvement of the members of Council and other senior leaders of the organization, even if they only have “influence” but are not formal leaders, so their influence will help to advocate for change.
3. Championing the change while building and maintaining a sense of urgency and priority.
4. Ensuring that resources for the change are provided, especially support people, coaching and training
5. Communicating about the change consistently while using a variety of media and providing channels for two-way communication (there must be room for people to give feedback to the individuals or groups in charge of each aspect that is going through change as often as they need to, while going through the change.)
6. Showing the membership how each specific DEI or change initiative is related to the association’s other initiatives and the wider strategic goals.

Recognizing Cultural Diversity

It appears that diversity is being brought to the association by immigrants and internationally educated professionals. However, APEGA can do more to ensure that they experience inclusion and equity, especially if an individual has an interest in being on Council or other types of leading roles within the APEGA community. Interviewees have indicated that some individuals may need help to be better equipped with knowledge of APEGA’s internal processes, of its regulatory environment, and how to market themselves especially in verbal interactions. This includes how to present oneself to fellow members including choice of words to articulate strengths or ability to add value within the context of face-to-face interactions and via video, in a manner that shower intercultural competences.

Recommendations

1. APEGA can proactively design programs to support internationally educated graduates.
 - 1.1. This could help those persons identified as high potentials for future leadership opportunities.
 - 1.1.1. One way to assist would be through a formal mentorship program that pair newer members, especially new immigrant and racialized persons, with more established ones.
2. APEGA could research partnerships with immigrant serving agencies that can provide resources and coaching to address cultural differences for persons who are involved in various aspects of the nomination process.
 - 2.1. Some of these agencies already have programs to support internationally educated graduates.
 - 2.2. Interviewers from the NC can be coached on how cultural differences manifest during interview situations and strategies to mitigate biases about how these differ from the “typical” North American style of interviews.
 - 2.3. Interviewees can be coached on cultural intelligence and expectations for interviewing.



3. Other resources, including books, give ideas of how to support immigrant professionals to Canada while removing barriers that stem from cultural differences.
 - 3.1. Laroche, L & Rutherford, D. (2007). *Recruiting, Retaining and Promoting Culturally Different Employees*⁶.
 - 3.1.1. This analyzes recruiting diverse talents and actions that may hinder the process of doing so. It discusses how cultural differences impact the dynamics and outcomes of interviewing.
 - 3.2. Trompenaars, F & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding diversity in global business*.⁷
 - 3.2.1. Provides a good understanding of how to manage cultural differences, improve intercultural communication, and make cultural competences an advantage for your organization.

Steps Forward

Diversity and Inclusion is an ongoing journey. APEGA has taken many steps to get to where they currently are and have opportunities to continue this journey moving forward.

The information and recommendations provided in this report and by CCDI are made based upon the knowledge received at the time. This means that if there is a gap in the knowledge that CCDI has, there will be a gap in the recommendations.

Many of these gaps have been outlined in the analysis above, especially throughout the interviewee demographic sections. It is important for APEGA to understand where there was a gap in who was interviewed (Indigenous persons, Trans* persons, specific geographic communities, specific licence types, persons under twenty (20), etc.) and determine how to solicit their input while updating the process to make the best decision possible for the future of APEGA.

Engaging the membership in understanding the regulatory aspects of APEGA is a key priority. By understanding the regulations surrounding the profession and how APEGA assists with this, members will be more engaged with the Council and Election Process moving forward.

Conflicting messaging seems to be a main trend throughout both the documents and the interviewees' responses, especially related to the process to be nominated for Council. For example, what is stated in the established process on paper and the actual actions are not always the same as described by interviewees during the feedback sections. The outcomes of

⁶ Laroche, L & Rutherford, D. (2007). *Recruiting, Retaining and Promoting Culturally Different Employees*. Massachusetts: Elsevier.

⁷ Trompenaars, F & Hampden-Turner, C. (2012). *Riding the Waves of Culture: Understanding diversity in global business*. Burr Ridge: Irwin Professional Publishers.



some processes send their own messages to members such as the diversity of the slate of Recommended Candidates after vetting by the NC. By starting with consistent messaging about regulatory affairs and expanding to a new branding of how to engage with Council, this will be clearer and create less confusion and disputes in the future.

APEGA has the foundation to create great change and many of the potential barriers interviewees thought of included information around messaging and receiving information. By updating this to meet the needs of the members and future Councillors, it will allow for an improved experience for all persons involved in the election process.

Canadian Centre for Diversity and Inclusion (CCDI)

The Canadian Centre for Diversity and Inclusion (CCDI) is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity, and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Effectively managing diversity and inclusion, and human rights and equity is a strategic imperative for all Canadian organizations that wish to remain relevant and competitive.

We focus on the topics of inclusion that are relevant in Canada and the regional differences that shape diversity by addressing the issues that move employers from compliance to engagement. Our research, reports and events have become valuable cornerstones for people developing and implementing diversity plans.

CCDI is grateful for the support of our over 200 Employer Partners across Canada.

Contact us

Have questions about the benefits of becoming a CCDI Employer Partner, or any of our services? Please contact:

Nyla Camille Guerrero
Senior Director, Partner Relations
1-416-968-6520 x 112
nyla.camille@ccdi.ca

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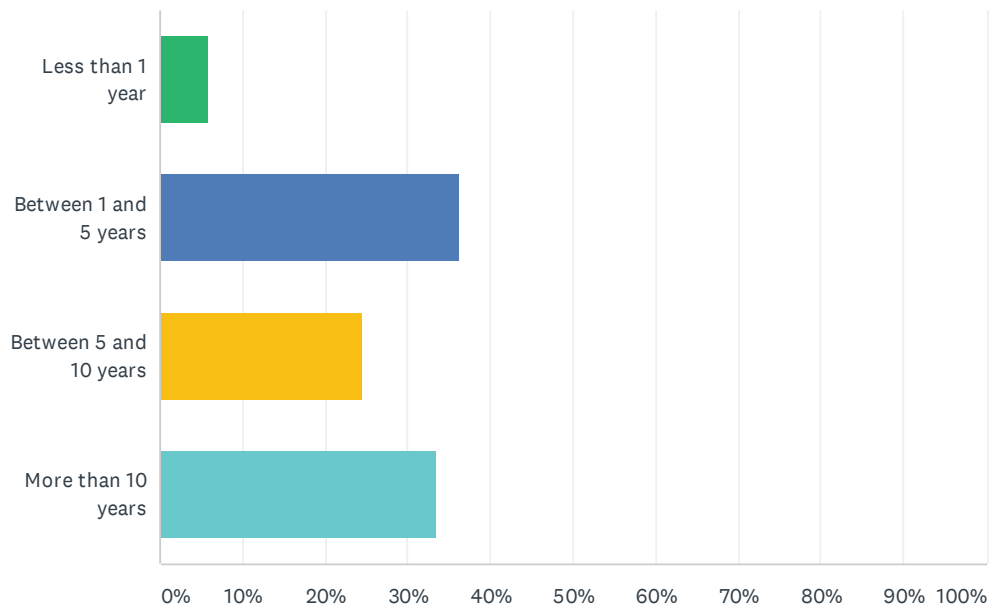
Canadian Centre for Diversity and Inclusion
Centre canadien pour la diversité et l'inclusion

www.ccdi.ca

APPENDIX D – MEMBER VOLUNTEER SURVEY RESULTS

Q1 How long have you been an APEGA volunteer?

Answered: 155 Skipped: 0



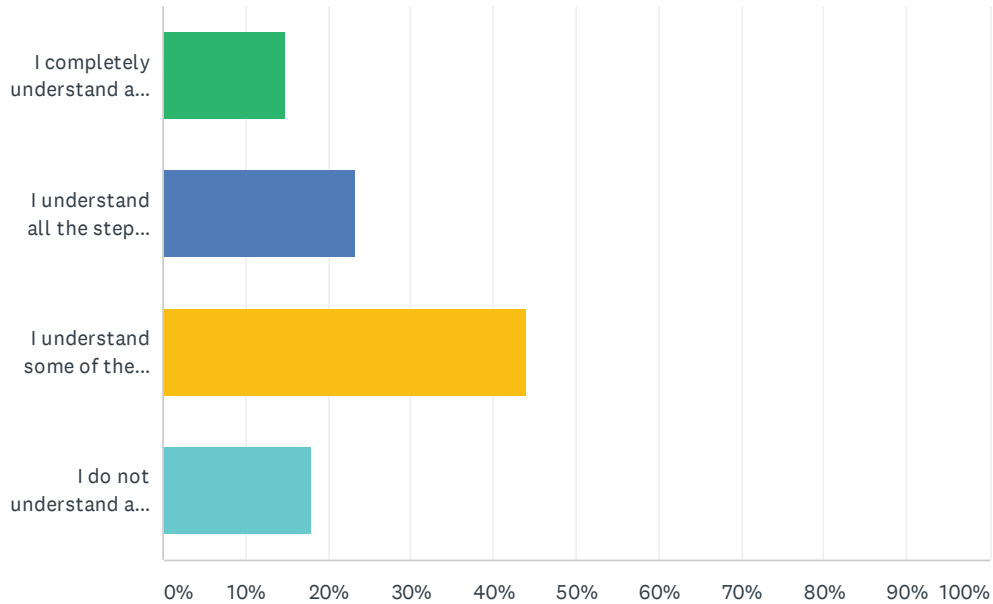
ANSWER CHOICES	RESPONSES	
Less than 1 year	5.81%	9
Between 1 and 5 years	36.13%	56
Between 5 and 10 years	24.52%	38
More than 10 years	33.55%	52
TOTAL		155

APEGA Special Committee - Volunteer Survey

#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	Volunteer with PRB	2/17/2020 2:29 PM
2	involved with branch work and other APEGA organized events	2/14/2020 8:20 AM
3	Registered professional engineer with APEGA for 38 years	2/13/2020 2:06 PM
4	I am a Life Member	2/13/2020 12:41 PM
5	I have been a science and math mentor at the Morley school west of Calgary	2/13/2020 9:39 AM
6	ERC and BoE	2/12/2020 8:09 PM
7	I have been volunteering on and off for APEGA for the last 10 years.	2/12/2020 7:47 PM
8	APEGA Enforcement Review Committee for about 3 years, I believe.	2/12/2020 5:01 PM
9	I am a life member now but during my professional practice, I had many opportunities to be twice chairman of Lakeland branch, treasurer, and Member-at-Large. I am a volunteer as a Board of Examiners since 2006.	2/12/2020 2:31 PM
10	Appeals Committee Member	2/12/2020 2:30 PM
11	I have been with various committees over the last 31 years, and am still continue to volunteer.	2/12/2020 1:09 PM
12	On an SME panel followed by being on the PSC. Then Chair of PSC then invited on to PRB at same time as Chair of PSC	2/12/2020 12:44 PM
13	Have been serving on a volunteer committee for the past year, however have served on 2 previous committees totaling about 4 years.	2/12/2020 12:39 PM
14	I have been volunteer with different APEGA committees, initiatives, etc.	2/12/2020 11:46 AM
15	Nominations Committee and Investigative Committee.	2/12/2020 11:33 AM
16	A member of an SME panel Then a member of the PSC then both the PRb and PSC	2/12/2020 11:26 AM
17	I served 3 terms with the board of examiners followed by more than 25 years with the Appeal Board.	2/12/2020 11:17 AM
18	Mostly mentorship. Previously worked with unemployed professionals to develop networks.	2/12/2020 11:10 AM
19	I am not sure, but I have been on the ERC for sometime. pretty sure it is more than 5 years.	2/12/2020 11:10 AM
20	I have volunteered regularly for the Ethics Workshop, the APEGA Mentoring Program, APEGA / U of A Outreach Program as well as an APEGA Committee.	2/12/2020 10:32 AM
21	I served on the geoscience subcommittee of the Practice Standards Committee until it was dissolved.	2/12/2020 10:30 AM
22	Minor volunteering within the organization (i.e. U of A Industry Mixers and info nights) to compliment my volunteering in the community	2/12/2020 10:29 AM
23	In the early days of my membership I volunteered in the APEGA events. From 2005 to 20015 I worked out of the country. I started volunteering again from 2019.	2/12/2020 10:27 AM
24	Cumulatively, I estimate about 5+ years (i.e., this does not mean consecutive years).	2/12/2020 10:24 AM
25	34 years.	2/12/2020 10:19 AM
26	volunteered at the last two Science Olympics in Calgary	2/12/2020 10:19 AM

Q2 What is your level of understanding of APEGA's Council Nomination Process?

Answered: 155 Skipped: 0



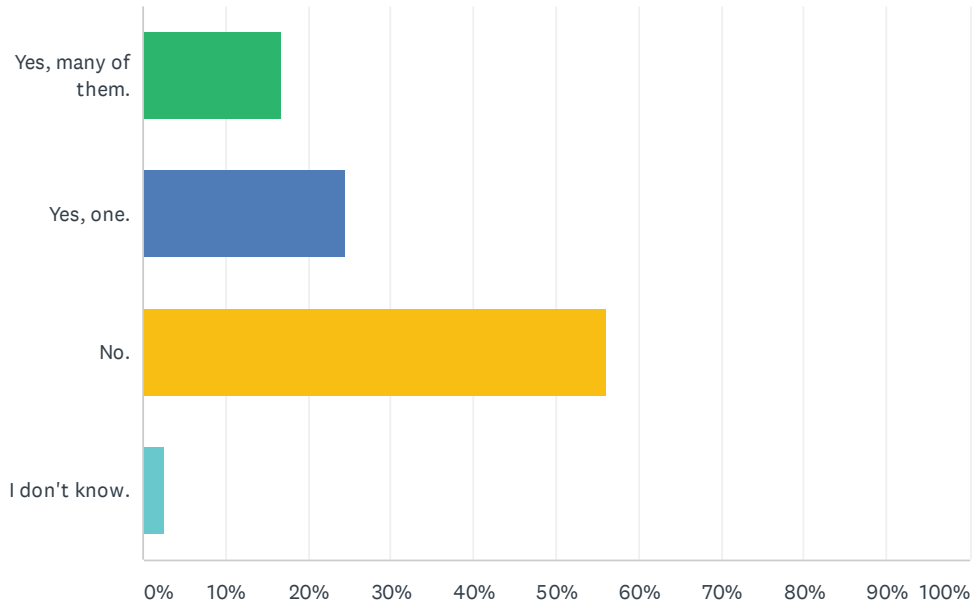
ANSWER CHOICES	RESPONSES	
I completely understand all steps of the Nomination Process	14.84%	23
I understand all the steps of the Nomination Process	23.23%	36
I understand some of the steps of the Nomination Process	43.87%	68
I do not understand any of the steps of the Nomination Process	18.06%	28
TOTAL		155

APEGA Special Committee - Volunteer Survey

#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	I've been around long enough that I think I could get myself nominated, but I don't pretend to understand all of the details.	2/19/2020 3:50 PM
2	I am a nominee.	2/14/2020 8:47 AM
3	Somewhat familiar with the nomination process	2/13/2020 2:06 PM
4	I understand that there are two processes one is where the applicant seeks other members to support them. The second is where several members seek out another member and recruit them to stand for nomination.	2/13/2020 12:41 PM
5	Not fully involved in the process	2/13/2020 10:19 AM
6	This was the first year I noticed asterisks on the ballot distinguishing nominees promoted by the nomination committee; it looks like APEGA doesn't approve of the others - is that the intent? Discrimination? I am all for supporting women & minorities, but we can tell that from their photos & bios. I was shocked to see a known sexual harasser on the ballot (but not one the APEGA nomination committee nominated). ALL nominees should be vetted, not just those the nomination committee puts forward.	2/13/2020 10:13 AM
7	I served one term on the Nominations Committee around ten years ago.	2/13/2020 10:04 AM
8	I am not exactly sure what goes on with the nomination proces	2/12/2020 7:47 PM
9	Never paid particular attention to the process.	2/12/2020 7:38 PM
10	I have some experience of nomination processes in other organizations	2/12/2020 5:01 PM
11	I was once a nomination committee member	2/12/2020 2:31 PM
12	I've not been involved in this process.	2/12/2020 2:30 PM
13	Some details may have been overlooked	2/12/2020 12:44 PM
14	As I have never considered running for Council, I have never familiarized myself in depth with the process.	2/12/2020 12:39 PM
15	I have never gone through the process, but have seen e-mails about it	2/12/2020 12:36 PM
16	Have been on the Nominating Committee, run for council and have supported self nominated candidates.	2/12/2020 11:52 AM
17	Details I may miss some but understand general process	2/12/2020 11:26 AM
18	I have not reviewed any documented process for nomination as I have not had a need to do so.	2/12/2020 11:22 AM
19	I am not fully conversant with the process but I am aware of some of the requirements.	2/12/2020 11:10 AM
20	I understand most of the Nomination Process except the interview process by the Nomination Committee.	2/12/2020 10:49 AM
21	As a Past President, I had to Chair the Nomination Committee	2/12/2020 10:43 AM
22	I am not aware of any formal document that is available for review on the APEGA website.	2/12/2020 10:32 AM
23	I presume any APEGA member can run for Council if they gain a certain number of member signatures. I don't really know.	2/12/2020 10:30 AM
24	I ran for the council election in 2019. So I am fully aware of the process.	2/12/2020 10:27 AM
25	I've no doubt the steps are fully laid out on some web site, some document, or some legislation/legalese somewhere but I've not seen the steps briefly summarized or clearly laid out in plain English.	2/12/2020 10:24 AM

Q3 Have you ever had a family member, friend, or co-worker run as candidate for Council of APEGA?

Answered: 155 Skipped: 0



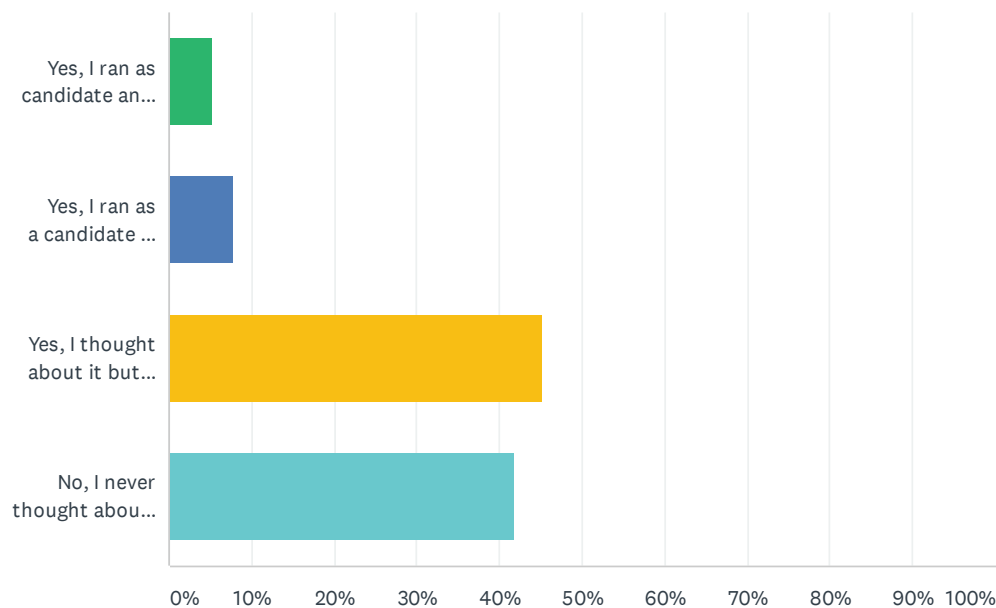
ANSWER CHOICES	RESPONSES	
Yes, many of them.	16.77%	26
Yes, one.	24.52%	38
No.	56.13%	87
I don't know.	2.58%	4
TOTAL		155

APEGA Special Committee - Volunteer Survey

#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	I went to University with Nima Dorgee. I know others as well.	2/19/2020 3:53 PM
2	I am currently running	2/14/2020 8:48 AM
3	I like how greater than one is "many" :)	2/14/2020 8:23 AM
4	Colleague	2/13/2020 2:09 PM
5	a few	2/13/2020 10:14 AM
6	Four.	2/13/2020 10:05 AM
7	There could have been a co worker run at at some time in the past. I am not sure. I have been retired for several years and have worked overseas for some time before that, so I am truly not sure.	2/12/2020 7:41 PM
8	I am a past APEGA Councillor.	2/12/2020 4:12 PM
9	Or maybe 2	2/12/2020 3:35 PM
10	My friends haven't run for council.	2/12/2020 2:32 PM
11	I ran for, and was elected to, the council of APEGS before moving to Alberta and becoming a member of APEGA.	2/12/2020 1:36 PM
12	None	2/12/2020 12:44 PM
13	Someone at work whom I'm familiar with but don't work with is running.	2/12/2020 12:18 PM
14	I ran myself in 2014.	2/12/2020 11:13 AM
15	I've had several co-workers run for APEGA Council.	2/12/2020 10:38 AM
16	More than one, but I would not characterize the quantity as "many".	2/12/2020 10:29 AM
17	I am not sure about co-worker	2/12/2020 10:27 AM
18	A significant number of fellow volunteers over the decades have run and been elected to Council.	2/12/2020 10:26 AM

Q4 Have you ever thought about running as a candidate for Council of APEGA?

Answered: 155 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, I ran as candidate and I won a seat in Council.	5.16%	8
Yes, I ran as a candidate but I lost the election.	7.74%	12
Yes, I thought about it but did not run.	45.16%	70
No, I never thought about it.	41.94%	65
TOTAL		155

APEGA Special Committee - Volunteer Survey

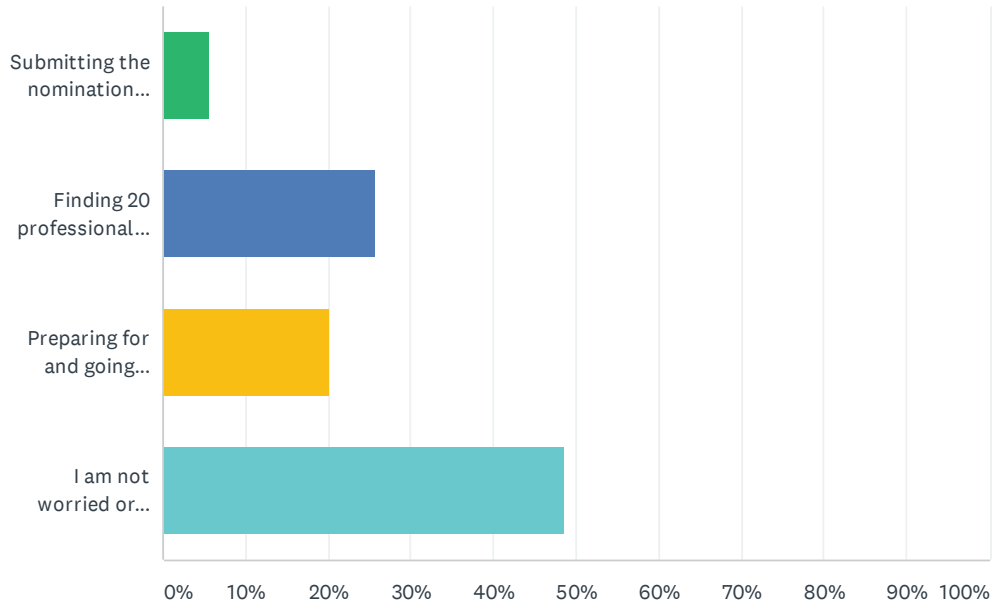
#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	I don't have the time to commit to council and would need to get special permission from my employer. Too many other commitments. (Already volunteering at the branch level, volunteering with Scouts Canada, young family, full time job as RM, etc.)	2/19/2020 3:53 PM
2	I would like to be considered for the next council election as I acquire significant engineering experience in wide diversity of CANADIAN projects and would like to be part of the diversity team that APEGA is targeting as a main goal for success , advancement and engagement.	2/16/2020 7:39 PM
3	I am currently running - election results not yet available.	2/14/2020 8:48 AM
4	It is a great time commitment and loss to my consulting business. I feel the council does an important job of guiding APEGA with self-regulation however the demands and the process of the council position favor candidates from institutional organizations and does not represent a large percentage of the APEGA members.	2/14/2020 8:23 AM
5	I am a snowbird and spend my winters out of the country, making this type of volunteering impractical	2/13/2020 4:00 PM
6	Considered running a couple of times throughout my career and membership with APEGA	2/13/2020 2:09 PM
7	I prefer to volunteer on other APEGA committees.	2/13/2020 10:14 AM
8	This may sound odd. But I have this faint recollection that I was part of Council back in the 73/74 time-frame until I dropped out because I moved overseas for work.	2/12/2020 7:41 PM
9	Too many other voluntary commitments	2/12/2020 5:02 PM
10	I may run at a later date in time, but not in the near future.	2/12/2020 2:32 PM
11	But would like to	2/12/2020 1:39 PM
12	Not my view	2/12/2020 12:44 PM
13	Too much of a time commitment, and others seem to have been doing a decent job. I am not "up in arms" about any issues.	2/12/2020 12:41 PM
14	I decided I was already busy with other professional volunteer work	2/12/2020 12:37 PM
15	I'm unfamiliar with specific tasks and actual time requirements of the position which is why I haven't run.	2/12/2020 12:18 PM
16	Time commitment with my career has prevented me from actively participating however I have developed more interest over time.	2/12/2020 11:27 AM
17	I never thought my abilities would be valuable to council.	2/12/2020 11:19 AM
18	I could not run as I came up short with nominators. The nomination process is stacked against those who practice alone or in a small group. Too many nominators are required. It's an overwhelming expectation that creates a systemic bias in favour of APEGA members who are associated with large firms/organizations. Other statutory professional bodies in Alberta (lawyers, doctors, surveyors, dentists, pharmacists, etc.) require 3-5 nominators. It's like APEGA expects candidates to be elected prior to the election.	2/12/2020 11:19 AM
19	Age, Health issues	2/12/2020 11:11 AM
20	Due to my current work load and travel requirements.	2/12/2020 10:50 AM
21	Elected for a 3 year term on Council, then elected for 3 years on Executive as President-Elect, President and Past-President	2/12/2020 10:45 AM
22	I will not run for APEGA Council because I do not agree with the APEGA policy requiring candidates to submit to criminal and credit checks. As a member in good standing, I believe it is disrespectful and unprofessional to effectively accuse members of criminal or financial improprieties and force them to submit to background checks or else dismiss their applications to run for council.	2/12/2020 10:38 AM
23	I decided that for health reasons I could not commit to the 3-year term.	2/12/2020 10:34 AM
24	The thought crossed my mind but I wondered if it would take up too much time.	2/12/2020 10:33 AM

APEGA Special Committee - Volunteer Survey

25	The time commitment seems to lend itself much better to those whose full-time employer (and/or employment) can better accommodate one being on Council, or to those whose activities outside working hours are sufficiently free of other non-work-related volunteer activities or pastimes.	2/12/2020 10:29 AM
26	Service on Council would require that I step down from my present committee. I would be difficult to replace, leaving APEGA in a more difficult situation than if stayed on the committee. Yes, everyone is replaceable in any role, so it is simply a decision about where my volunteer contribution is the most effective. With 34 years of service on the same committee, I am near the extreme end of the scale and a bit of an anomaly in this respect.	2/12/2020 10:26 AM
27	I believe I do not have enough industry experience for a council position.	2/12/2020 10:18 AM

Q5 If you were running for APEGA Council, as a nominee, what step of the nomination process are you most worried or concerned about?

Answered: 140 Skipped: 15



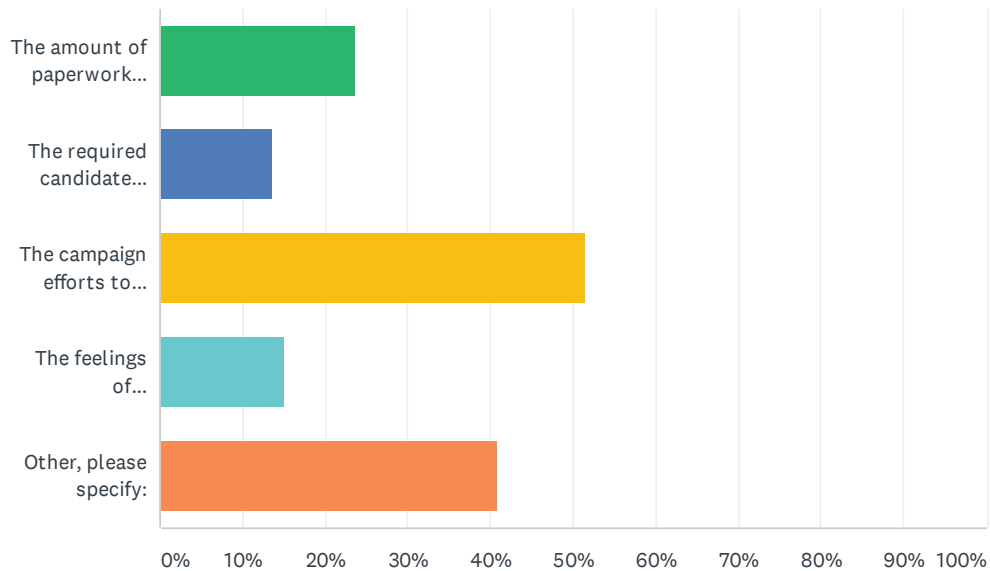
ANSWER CHOICES	RESPONSES	
Submitting the nomination application to APEGA	5.71%	8
Finding 20 professional members to sign-off on my nomination	25.71%	36
Preparing for and going through the APEGA Nominee interview process	20.00%	28
I am not worried or concerned about any step of the Nomination Process	48.57%	68
TOTAL		140

APEGA Special Committee - Volunteer Survey

#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	It is whether or not I have time to participate as a council member, at this stage in my career and life.	2/23/2020 4:55 AM
2	Endorsement for other professionals on how the nominee will serve the association and the profession - maybe not just signature but an essay as well from endorsers.	2/19/2020 2:08 PM
3	As a member approaching retirement age and running a smaller private company, I am not sure I can find 20 members	2/17/2020 2:34 PM
4	This condition might not reflect the need of success for the candidate, as the process well defined and thorough ,	2/16/2020 7:46 PM
5	There was a low chance that I would be a "recommended" candidate since I do not have the same experience level as my fellow candidates who are late in their careers. While my experience perspectives as a working member would be valuable to council, I thought that highlighting certain candidates and candidates running for re-election put others at a disadvantage, reducing the 'diversity' of council.	2/14/2020 8:59 AM
6	I am not able to run for Council	2/13/2020 4:04 PM
7	It felt like a job interview and they were there to accept or reject my nomination.	2/13/2020 11:54 AM
8	I am not sure I have a good answer to many of APEGA's problems. So I would have troubled coming up with a position that would be credible not only to others but mainly to myself. So it would be unethical to run as there would be no true basis for me to participate in Council.	2/12/2020 7:48 PM
9	From my understanding, all of the steps are quite straight forward and simple to do. None of it seems concerning to me.	2/12/2020 2:54 PM
10	The main issue when running is having adequate time available, and 20 people that will sign your nomination form.	2/12/2020 2:37 PM
11	Now that I am retired and a life member of APEGA, I have fewer connections, but it is not that difficult.	2/12/2020 1:16 PM
12	no	2/12/2020 12:46 PM
13	and other over heads such as video recording ,etc.	2/12/2020 12:41 PM
14	I am not comfortable with asking people to support nominating me. I worry they would say 'no', I would prefer a way to make the sign offs be anonymous.	2/12/2020 12:41 PM
15	Without knowing the level of detail that is involved from each member, this could be difficult.	2/12/2020 11:37 AM
16	The interviews are a big concern as they are quite subjective and also done particularly by couple people which make it subjective to their perspective. Also historically a staff will get involved in this process which is a huge conflict of interest.	2/12/2020 11:20 AM
17	I do not know what the expected interview questions would be.	2/12/2020 10:56 AM
18	I have absolutely no idea how the system works.	2/12/2020 10:55 AM
19	Who sign-off must have a good knowledge about your competence, integrity, dignity, and character.	2/12/2020 10:51 AM
20	The issue I have with the nomination process is requiring potential candidates to submit to criminal and credit background checks. This is not a standard practice with other professions with the exception of financial control positions.	2/12/2020 10:50 AM
21	This does not sound too onerous.	2/12/2020 10:44 AM
22	I do not have a particular concern with the process. In my case, I think I need to become more active with APEGA (which I am starting to do), and wait for the right timing for running for Council.	2/12/2020 10:43 AM
23	Although I question the nomination process, specially the validity of the interview and recommendation by APEGA system. In a democratic process every member should be treated equally and not selectively given a * mark.	2/12/2020 10:39 AM
24	I have not actually checked the process yet	2/12/2020 10:28 AM

Q6 If you were thinking of running for APEGA Council, as a nominee, what barriers do you see that prevent you from submitting your nomination? (Select all that apply)

Answered: 140 Skipped: 15



ANSWER CHOICES	RESPONSES	
The amount of paperwork involved in submitting a nomination	23.57%	33
The required candidate interview to engage with APEGA	13.57%	19
The campaign efforts to advertise my nomination	51.43%	72
The feelings of disappointment if not elected	15.00%	21
Other, please specify:	40.71%	57
Total Respondents: 140		

APEGA Special Committee - Volunteer Survey

#	IF YOU CHOSE "OTHER, PLEASE SPECIFY" ABOVE, PLEASE PROVIDE YOUR COMMENTS BELOW.	DATE
1	Time Work - very busy, during earlier stage of career. Personal - family, young kids.	2/23/2020 4:55 AM
2	Possible bias in the process.	2/19/2020 4:59 PM
3	I don't like paperwork and I doubt that I would enjoy campaigning.	2/19/2020 4:03 PM
4	How much in touch I am to the membership at large to know the issues and how to serve them well.	2/19/2020 2:08 PM
5	Process seem ardous	2/17/2020 2:34 PM
6	the presence of a nomination committee who make a pre-judgement on candidates who they will bias to those that they put forward themselves.	2/17/2020 10:45 AM
7	Without understanding the process of applying, it's unclear if any of the steps are difficult.	2/16/2020 10:46 AM
8	Time commitment.	2/15/2020 3:06 PM
9	Don't really see any barriers with the current system.	2/14/2020 9:28 AM
10	The amount of work it would be serving on Council, after I was elected.	2/14/2020 9:16 AM
11	A three year commitment is difficult to make when you don't know what you are getting into. It would be valuable to have candidates observe a council meeting during the lengthy nomination process.	2/14/2020 8:59 AM
12	The loss of income when I am elected.	2/14/2020 8:28 AM
13	The time taken for the entire process	2/13/2020 8:58 PM
14	Unable spare time.	2/13/2020 6:35 PM
15	I am out of the country for five+ months each winter.	2/13/2020 4:04 PM
16	I don't see the value in searching for 20 random members to sign off my nomination	2/13/2020 12:16 PM
17	The time commitment required if I won!	2/13/2020 10:06 AM
18	nothing more	2/13/2020 9:44 AM
19	Personal commitments	2/13/2020 9:38 AM
20	It is a time consuming job and I've very little volunteer time left.	2/13/2020 9:03 AM
21	Getting recommended by council	2/13/2020 8:40 AM
22	I don't think the nomination process is eliminating people who are running for the wrong reasons. Why are so many who weren't recommended by the nominating committee still running this year?	2/13/2020 8:28 AM
23	Please see comment to the previous question.	2/12/2020 7:48 PM
24	None	2/12/2020 5:07 PM
25	Time spent in the total process	2/12/2020 5:05 PM
26	The amount of workload along with my regular work.	2/12/2020 4:25 PM
27	finding 20 professional to nominate. Also, knowing that there would be no asterisk on the name if it is an independent candidate.	2/12/2020 3:48 PM
28	You need to be able to commit the time.	2/12/2020 2:37 PM
29	the main barrier would be the time commitment at this point in my life.	2/12/2020 2:01 PM
30	No plan for now to run for APEGA Council	2/12/2020 1:32 PM
31	no any difficulties	2/12/2020 1:29 PM
32	Not getting nomination sign off. Also, that is the second time already "amount of paperwork" has been asked so now I am worried about it.	2/12/2020 1:25 PM

APEGA Special Committee - Volunteer Survey

33	The time and effort that would be required may be a bit too strenuous.	2/12/2020 1:16 PM
34	All of above, but not prevent, just consider... But it's all part of process of candidating.	2/12/2020 12:57 PM
35	I would require other APEGA employees or members that know me, would suggest I run, based on my skill set and experience.	2/12/2020 12:51 PM
36	Personal Failure	2/12/2020 12:46 PM
37	Busy prior to election. Once elected can make more time.	2/12/2020 12:41 PM
38	Proper understanding of the work to be completed and the time commitment required to serve on Council.	2/12/2020 12:20 PM
39	At time of this survey I do not understand the actual requirements.	2/12/2020 11:37 AM
40	Personal failure ?	2/12/2020 11:33 AM
41	As I stated earlier I do not think I would be a good candidate for council (organization and management are not my strengths) so would not be running.	2/12/2020 11:26 AM
42	Lack of transparency and resistance within the organization against certain group of candidates.	2/12/2020 11:20 AM
43	I am not a public figure, I have no knowledge of how to campaign for any kind of office.	2/12/2020 11:15 AM
44	not having the right experience level prior to running	2/12/2020 11:15 AM
45	Feels a bit paternalistic to get approval from this committee. I can make my own assessments of who would be my vote.	2/12/2020 11:13 AM
46	time commitments and travel.	2/12/2020 10:56 AM
47	Similar to #5, I have no idea how the nomination process works.	2/12/2020 10:55 AM
48	Is a service to contribute in a little way to improve the profession and make it attractive to upcoming youths. Is a desire and volition, a barrier would have been factored in as bottlenecks.	2/12/2020 10:51 AM
49	Being elected to Council is a serious commitment. The existing nomination process seeks a fairly minor commitment if someone is really serious about serving 3 years on Council	2/12/2020 10:50 AM
50	The criminal and credit background checks which I believe are unnecessary as a member in good standing	2/12/2020 10:50 AM
51	It is simply not the right time in my career.	2/12/2020 10:43 AM
52	None	2/12/2020 10:39 AM
53	Personal health reasons for time commitment.	2/12/2020 10:38 AM
54	The time commitment if I am successful.	2/12/2020 10:38 AM
55	The time commitment.	2/12/2020 10:35 AM
56	Personally, it is more the amount of time required to campaign and then be on Council....my volunteer commitments (including on a national volunteer board for another organization) are already demanding of my time.	2/12/2020 10:31 AM
57	The amount of time commitment required. I have 2 young kids and a full-time job and do not believe I have the time to commit to this endeavour, even though I have no idea what kind of time commitment is required.	2/12/2020 10:30 AM
58	The need to resign from the Board of Examiners.	2/12/2020 10:29 AM
59	I was pursued by the then past president to drop my candidacy. But I continued and ran.	2/12/2020 10:27 AM
60	If you do not "fit" the diversity requirements for Council, you will not be endorsed/supported by the nominating Committee and your likelihood of being elected is low after all that process - so what's the point? That is exactly what happened to my friend - even though he was a very long term volunteer.	2/12/2020 10:26 AM
61	Uncertainty on time commitments and work vs council balance.	2/12/2020 10:25 AM

Q7 Please explain your answer for question #6:

Answered: 140 Skipped: 15

APEGA Special Committee - Volunteer Survey

#	RESPONSES	DATE
1	Too much bureaucracy	2/24/2020 8:12 PM
2	I don't really want to 'advertise' myself as a candidate.	2/24/2020 12:26 PM
3	See above.	2/23/2020 4:55 AM
4	Big time commitment and uncertain results. Seems to be a "boys club" where certain members are favored.	2/21/2020 10:12 AM
5	I hope the process is fair and transparent. And that feedback for nomination support is given back to the applicant.	2/19/2020 4:59 PM
6	Already done.	2/19/2020 4:03 PM
7	How much in touch I am to the membership at large to know the issues and how to serve them well.	2/19/2020 2:08 PM
8	Cause	2/19/2020 1:23 PM
9	There is commitment required to put all the efforts to advertise your nomination as well serve the community. I feel that I may not have enough time available to put these efforts.	2/18/2020 10:30 AM
10	investment of time with limited chance of success	2/17/2020 4:26 PM
11	Process appears to be a lot of work for what might be a very difficult and not rewarding position	2/17/2020 2:34 PM
12	the skill sets that council requires should just be listed; let the members decide if a candidate brings one of those skills or not - the nominating committee comes across as being an elite group at the hands of APEGA executive and council in terms of garnering support or influence for a specific way of thinking to ensure support for initiatives that a few folks want to pass.	2/17/2020 10:45 AM
13	APEGA Should help and support	2/16/2020 7:46 PM
14	Without understanding the process of applying, it's unclear if any of the steps are difficult.	2/16/2020 10:46 AM
15	Too much paperwork would deter candidates	2/15/2020 8:50 PM
16	Most people are generally lazy	2/15/2020 6:30 PM
17	NA	2/15/2020 4:13 PM
18	Unsure of time commitment	2/15/2020 3:06 PM
19	It's self-explanatory!	2/14/2020 5:46 PM
20	See above	2/14/2020 9:28 AM
21	None of the issues mentioned are significant barriers. The nomination process would be the least demanding, as compared to actually serving	2/14/2020 9:16 AM
22	A three year commitment is difficult to make when you don't know what you are getting into. It would be valuable to have candidates observe a council meeting during the lengthy nomination process.	2/14/2020 8:59 AM
23	The application process and the council role shifts a burden on family and work life that, for its outcome, does not favor my application. I have been involved in policy writing in political groups and I find this to be better time spent to prompt discussion and engage public.	2/14/2020 8:28 AM
24	The entire process is onerous	2/13/2020 8:58 PM
25	n/a	2/13/2020 7:12 PM
26	Advertizing and lobbying are generally frowned upon.	2/13/2020 6:41 PM
27	Too busy running the business.	2/13/2020 6:35 PM
28	Need to spend considerable effort to gain sufficient recognition to receive enough votes.	2/13/2020 6:19 PM
29	I am out of the country for five+ months each winter.	2/13/2020 4:04 PM
30	Time and effort required to campaign/advertise	2/13/2020 2:11 PM

APEGA Special Committee - Volunteer Survey

31	The current election process appears to be a social media campaign. I am not a competent user of social media	2/13/2020 12:44 PM
32	Finding 20 other members to co-sign the submission.	2/13/2020 12:36 PM
33	See Q6 notes	2/13/2020 12:16 PM
34	I was unprepared for the campaigning, it was a learn-by-trial process	2/13/2020 11:54 AM
35	Are there any standards or regulations in place for advertising nominations? Social media, LinkedIn, Internal Company postings etc.	2/13/2020 11:49 AM
36	I am retired and not in continuous contact with colleagues.	2/13/2020 10:19 AM
37	See the comment in "Other"	2/13/2020 10:06 AM
38	All those reasons I selected impose time constraints on me if I were to put forward my name for nomination.	2/13/2020 10:03 AM
39	assumes interest at this time	2/13/2020 9:44 AM
40	No	2/13/2020 9:38 AM
41	Pressure of business and I'm active in two technical societies, along with one historical/cultural society.	2/13/2020 9:03 AM
42	With not a lot of room for differentiation getting the recommendation from council seems like a big hurdle.	2/13/2020 8:40 AM
43	At this point in my life running a family, work and business ...I am still trying to find my bearing to an extent prior to adding this on	2/13/2020 8:38 AM
44	I don't think the nomination process is eliminating people who are running for the wrong reasons. Why are so many who weren't recommended by the nominating committee still running this year?	2/13/2020 8:28 AM
45	It appears nomination process is a way of preselects game insiders to the system, with much reduced opportunity for new thoughts.	2/12/2020 11:19 PM
46	I don't know how to advertise my candidacy.	2/12/2020 9:44 PM
47	I am not sure	2/12/2020 9:35 PM
48	I don't know that many people	2/12/2020 9:13 PM
49	Running for what is a political position without the benefit of a political party to support you is a large commitment.	2/12/2020 8:11 PM
50	Seems too much work.	2/12/2020 8:10 PM
51	I guess you want to be successful as a candidate and not want to lose out. Your nomination and candidacy will be advertised to other members and not winning might be embarrassing amongst peers.	2/12/2020 7:49 PM
52	My answer is given above.	2/12/2020 7:48 PM
53	Not sure if Winning	2/12/2020 7:40 PM
54	I will try in the future	2/12/2020 7:06 PM
55	There is too much bureaucracy in the process, and the committee seems to select people that will fit APEGA's view of a good quality candidate.	2/12/2020 6:39 PM
56	I would like to feel I had a reasonable chance of being elected before running. I would not want to run against a friend with whom I might split the vote.	2/12/2020 6:37 PM
57	No barriers	2/12/2020 5:07 PM
58	Busy, successful professionals who may be good on council may not have so much time free to chance on an election	2/12/2020 5:05 PM
59	As a voter, I mostly looked at resumes and experience, rather than the Q&As and videos. I dislike that photos and videos are so front and centre.	2/12/2020 5:05 PM

APEGA Special Committee - Volunteer Survey

60	Because I am working full-time and I am not sure what will be the commitment required from APEGA.	2/12/2020 4:25 PM
61	no comment	2/12/2020 4:15 PM
62	For smaller organizations it may be difficult to find 20 professionals	2/12/2020 3:48 PM
63	Council work is a volunteer work having to do so much to be able to volunteer aside from my paid job is too much a task	2/12/2020 3:44 PM
64	It's a lot effort and I'm uncomfortable putting myself out there.	2/12/2020 3:37 PM
65	campaigning may require resources that others may have better access to	2/12/2020 2:57 PM
66	Running for APEGA Council does not interest me. If it did, the campaign efforts would be the greatest barrier.	2/12/2020 2:54 PM
67	No explanation	2/12/2020 2:48 PM
68	You need political campaign training. If your name is not anglophone, the probability is higher not to win.	2/12/2020 2:40 PM
69	You need to have time available to do the job.	2/12/2020 2:37 PM
70	It is not clear to most members what does it take to go through the campaign process.	2/12/2020 2:27 PM
71	Understanding the finality of campaigning is daunting and completely foreign to me	2/12/2020 2:12 PM
72	children take a lot of time.	2/12/2020 2:01 PM
73	It's a bit of a conundrum in that the qualifications for nomination appear to be so stringent, yet many of the candidates on the ballot seem to be lacking the skills required to effectively serve on council, or lacking the overall understanding of APEGA and its role. To better explain my answer to question #6, I am not fond of putting in a huge amount of work, much of which will not be considered, simply to try to apply for a spot on the ballot. Many people perceive that serving on Council to be a status thing, when in fact it is a lot of work (that some elected members do not adequately perform). It's also difficult to overcome the popularity contest aspect to the election, when you've concentrated more on being quietly efficient than promoting yourself.	2/12/2020 1:57 PM
74	If too much paperwork, then might not do it	2/12/2020 1:40 PM
75	refer 6	2/12/2020 1:32 PM
76	All aspects I have no difficulties	2/12/2020 1:29 PM
77	I have not built a large or medium network of professionals to draw upon.	2/12/2020 1:25 PM
78	the time commitment involved in running and in council duties combined with full time work would probably be intractable for me	2/12/2020 1:21 PM
79	It has been given in the explanation in #6	2/12/2020 1:16 PM
80	I'm unsure of what is acceptable to members, APEGA, and what is expected.	2/12/2020 1:06 PM
81	All of above, but not prevent, just consider... But it's all part of process of candidating.	2/12/2020 12:57 PM
82	Maybe there is a gap that I would be a good fit to fill, however I do not know that, and thus not interested. I have served on numerous other industry, technical and community association boards (in many cases as President) but APEGA shows no interest in knowing the skills of their members. So, unless I make the first move, there can be no application for nomination. I suspect APEGA already knows who makes a good Councillor.	2/12/2020 12:51 PM
83	A failed bid?	2/12/2020 12:46 PM
84	See explanation above	2/12/2020 12:41 PM
85	I do not have time to run any type of campaign.	2/12/2020 12:41 PM
86	I am fairly unfamiliar with the nomination process, but I imagine that the campaigning would be the most challenging and time-consuming part of the process.	2/12/2020 12:28 PM
87	I haven't taken part in any of the regulatory type committees and therefore don't feel like I'd	2/12/2020 12:24 PM

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have much to offer to appeal to voters.

88	Similar requirements for this to a major project submission. Remote workers directly interact with fewer members. Popularity contests vs political policy platforms vs diversity considerations, pick two.	2/12/2020 12:22 PM
89	Prior to completing the self-nomination process, I would need to have a thorough understanding of what would be required of me during the election campaign in order to garner sufficient support, such as financial and time commitments and ensure that I am capable of providing that requirement. In addition, I would need to fully understand the time, financial commitments, and duties to be completed as a member of APEGA Council to have the self assurance that I could meet those requirements.	2/12/2020 12:20 PM
90	I think I would need a lot of connections that I currently don't have. Partly caused by not being from Alberta and having moved here 5 years ago, partly my own lack of involvement with the association, and finally my field nanotechnology which is a niche industry.	2/12/2020 12:10 PM
91	Gender, discipline of study, industry of work and job title appear to be more of a factor for members that vote than actual experience within APEGA.	2/12/2020 12:02 PM
92	There are barriers in the process.	2/12/2020 11:58 AM
93	Because, I think currently the process is that mostly those endorsed by the APEGA head office have more chances of being elected. I don't foresee to be included in the APEGA's endorsed list.	2/12/2020 11:49 AM
94	I haven't had any serious desire to run for council but if I did I think the campaign efforts would be a challenge, similarly to any election process	2/12/2020 11:48 AM
95	It seems there are limited avenues to connect and campaign	2/12/2020 11:46 AM
96	Interview process could mean lots of requirements, self assessments, background, career and experiences evaluations	2/12/2020 11:43 AM
97	Answers are related more to lack of understanding of the requirements rather than the process itself.	2/12/2020 11:37 AM
98	I might be seen as a failure personally	2/12/2020 11:33 AM
99	The nomination process itself isn't the barrier in my particular case. The barriers for me relate to the time commitment of the position and also the time commitment of running and potentially not being successful.	2/12/2020 11:31 AM
100	I don't see any barriers.	2/12/2020 11:26 AM
101	Please see above.	2/12/2020 11:26 AM
102	Not a people person	2/12/2020 11:25 AM
103	The process is redundant in that it asks for information APEGA already has.	2/12/2020 11:21 AM
104	The whole process is not set up to encourage diversity. Either you know how it works through a past member or you barely get the level of information needed to be successful. Even post election some people who have been nominated by others feel more privileged than self-nominees. This has been a problem year after year. Some old fashion members even tried to take the self-nomination off as an option which just make it even more exclusive.	2/12/2020 11:20 AM
105	I explained my answer in the space allotted with the question	2/12/2020 11:15 AM
106	some nominate themselves by thinking because they know someone withing APEGA Council who they are a relative of someone known to the Council that they can bypass the nomination requirements such as past volunteer experience,... making the nomination process unfair to others. I believe having a nomination committee will solve this issue.	2/12/2020 11:15 AM
107	Seems like a waste of time.	2/12/2020 11:13 AM
108	Arthritis, Bad knees. COPD	2/12/2020 11:13 AM
109	The whole process is overwhelming.	2/12/2020 11:04 AM
110	Commitments of time for meetings and travel in the future are uncertain due to my work and family members' care.	2/12/2020 10:56 AM

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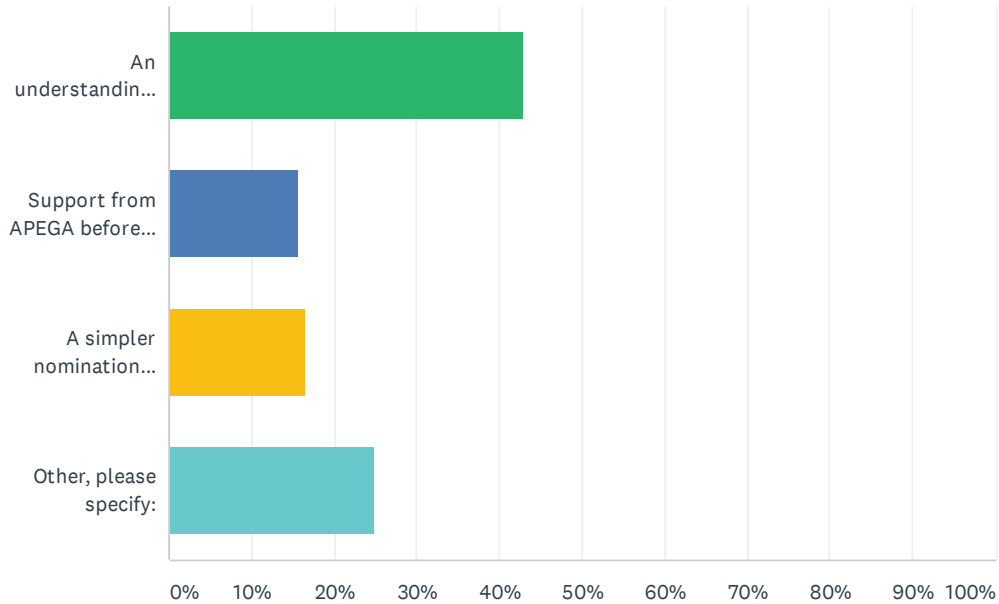
111	I did already?	2/12/2020 10:55 AM
112	Please see my comment.	2/12/2020 10:51 AM
113	Being elected to Council is a serious commitment. The existing nomination process seeks a fairly minor commitment if someone is really serious about serving 3 years on Council	2/12/2020 10:50 AM
114	I believe that the criminal and credit background checks are unnecessary for most volunteer positions with APEGA and APEGA Council and APEGA Management has never provided sufficient justification for the policies, which were crafted and implemented without general membership input.	2/12/2020 10:50 AM
115	Experience may be considered insufficient based on years worked, rather than actual competency.	2/12/2020 10:45 AM
116	I would need to details about the position, such as what tasks are involved, how much time is involved, what the process is, would it be a productive use of time, enjoyable, etc.	2/12/2020 10:44 AM
117	Pretty busy lives we have as engineers, I am afraid that the efforts of advertising would be too onerous	2/12/2020 10:43 AM
118	It is simply not the right time in my career.	2/12/2020 10:43 AM
119	It seems challenging to create an enticing profile or generate excitement/recognition for an APEGA nomination.	2/12/2020 10:42 AM
120	I am retired and have time but not resources to advertise.	2/12/2020 10:40 AM
121	I don't see any obstacle. The objective is to volunteer for the APEGA community.	2/12/2020 10:39 AM
122	It is self-explanatory!	2/12/2020 10:38 AM
123	In general, I anticipate the process and time commitment would be bureaucratic and onerous with little potential for a positive result.	2/12/2020 10:38 AM
124	I am not sure about the time commitment if I am councillor. It is hard to find such information on APEGA website.	2/12/2020 10:38 AM
125	I would assume it takes an extraordinary amount of time and effort and that most of the effort would be in vain as the nominations would go to "insider" long-term volunteers that are known to the nomination committee.	2/12/2020 10:36 AM
126	The time commitment for anyone with a young family.	2/12/2020 10:35 AM
127	Time is really the barrier. If it takes too much effort and I am splitting my time between many things, I may not have time to put in a large effort. I may also not have the expertise to run in an election and get elected.	2/12/2020 10:35 AM
128	na	2/12/2020 10:33 AM
129	See comment in question 6	2/12/2020 10:31 AM
130	Time is the enemy. Made worse for those of us who don't live in Calgary or Edmonton	2/12/2020 10:30 AM
131	See reply in 6	2/12/2020 10:30 AM
132	I cannot serve in both capacities because of the conflicting time and focus demands.	2/12/2020 10:29 AM
133	The less paperwork the better	2/12/2020 10:28 AM
134	It is difficult for a candidate to contact other members as APEGA did not supply contact list of it's member.	2/12/2020 10:27 AM
135	I just did	2/12/2020 10:26 AM
136	The paperwork is not a significant burden to running for council. However, time/money/effort into campaigning can be significant and is somewhat of a deterrent.	2/12/2020 10:25 AM
137	I don't like to lose.	2/12/2020 10:23 AM
138	Lot of time/work/effort put in which would be worth it if elected but disappointing if not elected	2/12/2020 10:22 AM

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139	N/A	2/12/2020 10:20 AM
140	Already answered above.	2/12/2020 10:20 AM

Q8 What could APEGA do to support people who are considering running for APEGA Council?

Answered: 140 Skipped: 15



ANSWER CHOICES	RESPONSES	
An understanding of time/financial commitments to the nomination and election process.	42.86%	60
Support from APEGA before and during the nominations process.	15.71%	22
A simpler nomination application process.	16.43%	23
Other, please specify:	25.00%	35
TOTAL		140

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#	IF YOU CHOSE "OTHER, PLEASE SPECIFY" ABOVE, PLEASE PROVIDE YOUR COMMENTS BELOW.	DATE
1	Be more transparent. Have council members share their stories.	2/21/2020 10:12 AM
2	Need more information on the entire process to remove any apparent concerns immediately and during the process. I myself would like to see more diversity on the council.	2/17/2020 2:34 PM
3	don't pass any judgement on any candidate. keep it as open in a democratic process as possible - set base experience requirements (such as 10 years as professional member) but beyond let the members decide whether the merits of one candidate merit a vote or not.	2/17/2020 10:45 AM
4	NA	2/15/2020 4:13 PM
5	More information at the beginning about events to attend, campaign standards, etc. would be useful. The nomination committee was helpful along the way.	2/14/2020 8:59 AM
6	Paid position.	2/14/2020 8:28 AM
7	You dont need an apega interview. Most orgs dont interview you to qualify you for being electable.	2/13/2020 6:41 PM
8	Process itself is not complicated, but demands commitment and time from the individual.	2/13/2020 6:19 PM
9	I am out of the country for five+ months each winter.	2/13/2020 4:04 PM
10	The first two options.	2/13/2020 10:06 AM
11	all of the above	2/13/2020 9:44 AM
12	I think the process is acceptable, however, I did not complete the process	2/13/2020 9:38 AM
13	A more rigorous process and redirect people who weren't recommended by the committee into other volunteering with APEGA so they can build up the experience they are lacking.	2/13/2020 8:28 AM
14	Eliminate nominating committee and its underhanded approach to elections	2/12/2020 11:19 PM
15	Time commitment if elected for the position being applied for.	2/12/2020 9:44 PM
16	Not sure. There is a serious issue with the whole idea self regulation for the professions. Until such time as someone can think of a good answer to this problem, APEGA will continue to suffer from low participation, low credibility, particularly from the public but also from members. Many members do not really know what the purpose of APEGA is, what it does for them and what APEGA should be going forward.	2/12/2020 7:48 PM
17	Nomination process for a reputable professional organization has to have some rigour. So I can't see APEGA having to provide more than the Terms of Reference and answer questions.	2/12/2020 5:07 PM
18	There are so many candidates. Do voters really choose "wisely?"	2/12/2020 5:05 PM
19	1) APEGA could remove the asterisks from the names of all candidates. 2) Instead of asking members to vote on the candidates for council (because voting by only reading the bio and watching a video may not be enough) I suggest that a new committee called the "selection committee" be empowered to interview and make final recommendations for the council members.	2/12/2020 3:48 PM
20	Other members who think of running for the council not nominated, may feel their chances are minimal to be on the ballot.	2/12/2020 2:40 PM
21	Focus on older members that are at or near retirement. Fewer job pressures and interest in keeping busy during retirement.	2/12/2020 2:37 PM
22	I do not know at this time.	2/12/2020 2:01 PM
23	All three, but especially helping the potential candidate understand the expectations of them should they be elected as well as the limitations, so that they go into the process with their eyes open and have a better chance of actually providing a meaningful contribution while in the role. Unfortunately, too many candidates are only really interested in the perceived status and power that goes with serving on Council, and not actually interested in serving the organization and the membership.	2/12/2020 1:57 PM
24	Clarify why a candidate is not endorsed by APEGA.	2/12/2020 12:57 PM

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25	Time commitment not fully disclosed	2/12/2020 12:46 PM
26	All the above with simpler process	2/12/2020 12:41 PM
27	In addition to clarifying time and financial commitments, a list of typical tasks and needs of council would be helpful.	2/12/2020 12:24 PM
28	Having more events and opportunities for professional members to meet and network.	2/12/2020 12:10 PM
29	I'm not sure anything is needed. Any member who chooses or agrees to be nominated should be to manage.	2/12/2020 12:02 PM
30	APEGA Should outline the position set time and effort and its not a political step to promote ones business	2/12/2020 11:33 AM
31	I do not know what support is currently provided so cannot comment.	2/12/2020 11:26 AM
32	I do not have a meaningful answer for this questions	2/12/2020 11:25 AM
33	There should be an information session to let everyone know openly what are the requirements, advantages and benefits for running for the council. This could be in a form of a few town hall meetings so people are encouraged to participate.	2/12/2020 11:20 AM
34	I don't think very many people consider the time commitments, some information in this regard may help.	2/12/2020 11:15 AM
35	I do not have any concrete answers at this time as I do not have any plans to run on APEGA Council in the near future.	2/12/2020 10:56 AM
36	All the above!	2/12/2020 10:55 AM
37	Perhaps those considering running for Council need to better understand how substantial the commitment needs to be. If current or past Council members are prepared to offer one-on-one advice to prospective Councillors, APEGA could offer a consultation service to match them.	2/12/2020 10:50 AM
38	Eliminate the need for criminal and credit background checks unless the position requires the candidate to work with vulnerable individuals (eg minors) or requires them to be in a position of financial control (eg treasurer or CFO).	2/12/2020 10:50 AM
39	All three of the above would be useful.	2/12/2020 10:40 AM
40	Currently APEGA provides lot of support for the candidates, as I had personal experience during my run last year. I commend the secretarial staff for their help and courtesy. I feel APEGA spend unnecessarily in the interview and selection process.	2/12/2020 10:39 AM
41	Make the Council term longer. Three years is not enough to be effective as the corporate memory of the organization; councillors are at their most effective in their final months.	2/12/2020 10:29 AM
42	Assist candidates to reach all the voters.	2/12/2020 10:27 AM

Q9 Please explain your answer for question #8 (optional):

Answered: 71 Skipped: 84

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#	RESPONSES	DATE
1	It is not appropriate to vet applicants.	2/24/2020 8:12 PM
2	Providing further insight into the required time commitment for the various roles.	2/23/2020 4:55 AM
3	Just looking at your administrative process is not enough. Look at objectives and programs that engage members. Find the root cause of why better candidates do not run - is there a systemic issue?	2/21/2020 10:12 AM
4	This is a volunteer role. With full lives it should be smooth. Consider a process similar to the U of A alumni.	2/19/2020 4:59 PM
5	May be offering a simple course to understand that's commitment and process.	2/18/2020 10:30 AM
6	Already devote time to volunteering and extra effort seems daunting	2/17/2020 4:26 PM
7	Why not multiple options on #8. Both a better understanding and support could be beneficial.	2/16/2020 10:46 AM
8	Keep it simple stupid	2/15/2020 6:30 PM
9	NA	2/15/2020 4:13 PM
10	The time to go through the process and during the process comes with having to take time away from your job.	2/14/2020 9:28 AM
11	Quite simply, if I see the position as a loss of my income, I might consider it if the perceived income loss is minimized.	2/14/2020 8:28 AM
12	see above	2/13/2020 6:19 PM
13	I am out of the country for five+ months each winter.	2/13/2020 4:04 PM
14	Perhaps, some revision about the requirement of getting 20 APEGA members to co-sign the application.	2/13/2020 12:36 PM
15	Support during the campaigning	2/13/2020 11:54 AM
16	I didn't even realize there were financial commitments. Unemployed people would have a hard time running.	2/13/2020 10:19 AM
17	You failed to provide a "check box" type of answer.	2/13/2020 10:06 AM
18	A simpler nomination process would reduce the time commitment required.	2/13/2020 10:03 AM
19	simplification of the process and support by APEGA for individuals going through the process would always be beneficial	2/13/2020 9:44 AM
20	A simpler nomination process would encourage a more diverse range of applicants	2/13/2020 8:40 AM
21	I think we have several candidates running who have no understanding of APEGA's role as a regulator. If you give these folks an off-ramp from nominations into volunteering, we may be able to build up their experience.	2/13/2020 8:28 AM
22	Nominating Committees taint any election results. They reduce chances of a fair and open voting process	2/12/2020 11:19 PM
23	I don't have enough understanding	2/12/2020 9:35 PM
24	Make it easier and simpler.	2/12/2020 8:10 PM
25	I guess it would make it easier if there was support from APEGA to show candidates what happens if they win or lose.	2/12/2020 7:49 PM
26	Good support	2/12/2020 7:40 PM
27	supported	2/12/2020 7:06 PM
28	Too much oversight and regulation of the process for Council and Executive.	2/12/2020 6:39 PM
29	It is a time consuming process to run so it is good APEGA gives plenty of time for nominees to complete the requirements.	2/12/2020 6:37 PM
30	Possible "randomness" of the voting	2/12/2020 5:05 PM

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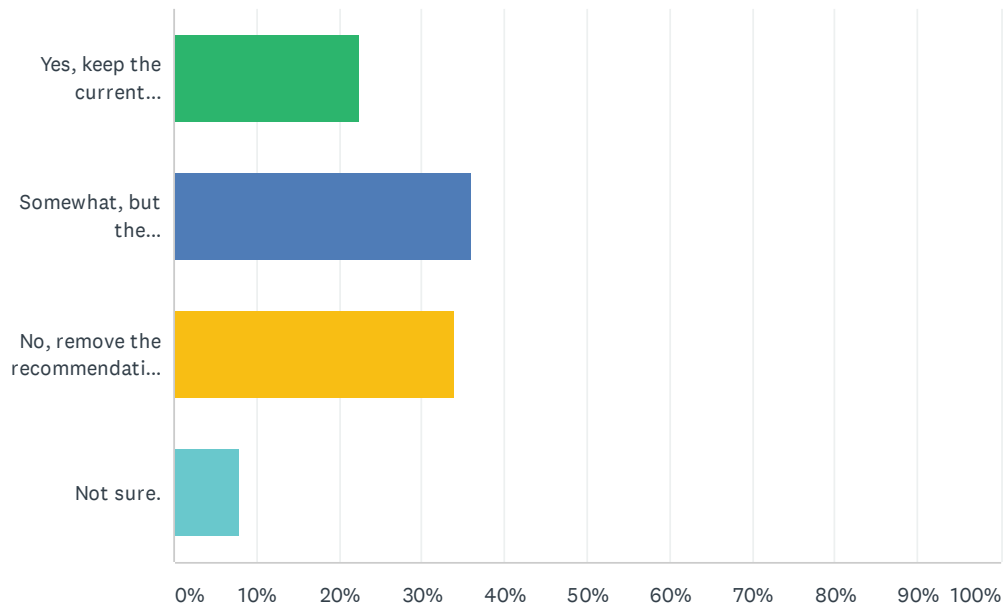
31	Time and financial commitment is very important to know. This can be explained to the APEGA members.	2/12/2020 4:25 PM
32	Cut down on the bureaucracy	2/12/2020 3:44 PM
33	Honestly, I'm not sure, but lots of support through the process seems good.	2/12/2020 3:37 PM
34	I like to know what I'm getting into.	2/12/2020 2:54 PM
35	Focus on members over 60 years of age, but under 75 years of age.	2/12/2020 2:37 PM
36	Provide statistics and examples to potential candidates to understand the level of time/financial commitment required to run for council.	2/12/2020 2:27 PM
37	getting a person to go to to get some support and guidance during the process would be great. Making the process more simple would also be an advantage	2/12/2020 2:12 PM
38	I don't feel I understand the process enough at this time to comment.	2/12/2020 2:01 PM
39	simpler and streamlined process	2/12/2020 1:40 PM
40	for campaign	2/12/2020 1:29 PM
41	And that would mean providing an understanding of the time and financial commitment	2/12/2020 1:25 PM
42	this would help with the employer-employee time management relationship and expectations	2/12/2020 1:21 PM
43	Any support from APEGA for travel and other minor expenses that my be involved.	2/12/2020 1:16 PM
44	I think a "nudge" from APEGA is necessary for many APEGA members to consider running, who otherwise don't feel they possess the required qualities. Your definition of diversity above is incomplete, as it does not address diversity of opinion and experience, which I believe is critical to have an effective Council - I fully subscribe to the definition given above by the way - it's the way I have conducted my hiring throughout my career.	2/12/2020 12:51 PM
45	Time and effort needs?	2/12/2020 12:46 PM
46	Should not correlate busy people with not good enough for normination	2/12/2020 12:41 PM
47	I'd be more likely to run if I could choose from a list of focus areas to specialize in (optional tactic) to add value rather than going in blind and advertising generic values like good communication.	2/12/2020 12:24 PM
48	That would help people to grow their network and gain support.	2/12/2020 12:10 PM
49	If you cannot manage the nomination process, I don't think you are appropriate council material.	2/12/2020 12:02 PM
50	Make the process more streamlined and efficient.	2/12/2020 11:58 AM
51	Another reason for me not putting my name forward is that: I don't see that my company supports me if I get elected. Therefore, I cannot sacrifice my job and run as a council.	2/12/2020 11:49 AM
52	Good question, is APEGA trying to broaden the candidate field?	2/12/2020 11:48 AM
53	I think this info isn't clearly communicated to the potential candidates	2/12/2020 11:46 AM
54	Simple communication to explain the process and typical expectations around any time and financial commitments of the nomination and election cycle.	2/12/2020 11:37 AM
55	Pass	2/12/2020 11:33 AM
56	Although I do not know the process, generally, most processes can be simplified as I have done, most anywhere I have worked. Lean principles can be applied.	2/12/2020 11:26 AM
57	There should be an information session to let everyone know openly what are the requirements, advantages and benefits for running for the council. This could be in a form of a few town hall meetings so people are encouraged to participate.	2/12/2020 11:20 AM
58	full explanation of the requirements for nominations (skills, past volunteer experience and a high level explanation on how nominees are selected), time commitment and explanation of responsibilities that comes with this role.	2/12/2020 11:15 AM

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59	Make it more straightforward.	2/12/2020 11:13 AM
60	Regular members need to better understand the nomination process. We usually aren't familiar with the candidates.	2/12/2020 11:04 AM
61	More involvement by way of tracking every next steps of the volunteer.	2/12/2020 10:51 AM
62	The requirement to undergo a criminal and credit background check was crafted and implemented years ago by APEGA Council and APEGA Management without input from the general membership, yet the general membership is affected by the policy and those that crafted and implemented the policy are no longer on Council nor in the Management team.	2/12/2020 10:50 AM
63	I don't know, but you might ask this question of current or past Council members. e.g. What is it like being a Council member, and why would others want to do it? What are the pros and cons of the position?	2/12/2020 10:44 AM
64	Scale down the requirements so it's easier, more transparent and fair to run for council (based on my limited knowledge of the process)	2/12/2020 10:43 AM
65	I would like to know more about the time/financial commitments. It will help with setting a realistic timeline for a future application.	2/12/2020 10:43 AM
66	Some engineers have more name recognition than others due to the nature of their roles being more public or connected. While these candidates certainly bring significant value to APEGA, it can be challenging to rouse the courage to run against these persons - even if the value brought into APEGA is comparable.	2/12/2020 10:42 AM
67	The expenses related to the time and travel for the interview can be avoided. To me it seemed like a selection (cherry picking) before the actual election.	2/12/2020 10:39 AM
68	Perhaps a secretariat that helps walk interested individuals through the process.	2/12/2020 10:35 AM
69	Part of the time commitment includes understanding the steps and requirements to run. As well as the expectations of council members.	2/12/2020 10:35 AM
70	See responses for 6 & 7	2/12/2020 10:26 AM
71	Self explanatory	2/12/2020 10:20 AM

Q10 Do you support the current practice of identifying those nominees recommended by the nominating committee with an asterisk (*) on the election ballot and in the candidate bios?

Answered: 139 Skipped: 16



ANSWER CHOICES	RESPONSES	
Yes, keep the current recommendation practice, it helps me to identify candidates best qualified to serve on APEGA council.	22.30%	31
Somewhat, but the recommendation process needs to be improved to make it more transparent as to how the decision to recommend is made.	35.97%	50
No, remove the recommendations, I prefer to make my own assessment of the candidates without the recommendation from the nominations committee.	33.81%	47
Not sure.	7.91%	11
TOTAL		139

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#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	I didn't know what the asterisks meant, and I disregarded it anyways. No transparency on how recommendation was made - are the part of the "boy's club"?	2/21/2020 10:15 AM
2	The committee is not aware of all 55,000 eligible people and their backgrounds and suitability. So if someone has the inclination to run and support by others, there can be a less subjective way of screening them perhaps?	2/19/2020 5:01 PM
3	I think it gives the appearance of an "Old Boys Club." All nominees need to meet minimum requirements, so let them stand on their own merits.	2/19/2020 4:05 PM
4	I feel it puts too much bias into the election.	2/17/2020 2:35 PM
5	We need to know the candidates profile.	2/15/2020 4:14 PM
6	It favors candidates who are older and who have served previously. It puts candidates that are actively working members at a disadvantage and reduces the overall diversity of council - age, experiences, etc. It is harder for mid-career people to run because they will likely not be favored by the nominating committee. It is the mid-career people that best understand the impacts on a changing profession.	2/14/2020 9:02 AM
7	I appreciate knowing that a candidate has the endorsement of the committee, but am often curious why another might not receive an endorsement.	2/13/2020 6:21 PM
8	Better advertise the fact that some candidates are recommended, as I don't think it is widely known.	2/13/2020 11:55 AM
9	Nomination committee could have bias (conscious or unconscious)	2/13/2020 11:50 AM
10	I support APEGA getting more women, minorities, PGeos & introverts nominated and on the ballot (in the past Council was an old white popular boys club), but their accomplishments should speak for themselves. The asterisks could actually result in old white boys voting against the "special" candidates. I vote based on bios & personal knowledge of candidates. Remove the asterisks.	2/13/2020 10:27 AM
11	Transparency is good. However there is a competing factor of privacy for nominees. As a former member of the Nominating committee I can state that there are sometimes good reasons for not recommending a candidate that should not also be made public. So these must be balanced somehow.	2/13/2020 10:08 AM
12	Such recommendations introduce an element of bias in the minds of voters	2/13/2020 10:05 AM
13	Keep the identifier, however, I disagree that it marks the best candidates. I feel that it identifies the candidates that the nomination committee has identified as competent and have been vetted prior to nomination	2/13/2020 9:41 AM
14	Some excellent candidates always escape the attention of the nominating committee in any given year and those Members who are known to be interested can quickly obtain the necessary number of sponsors. By presenting their credentials they become known to Nominating Committee members. If they don't win on the first attempt, they may well be invited to run by the Committee in subsequent years.	2/13/2020 9:07 AM
15	I support it and I want to see us more vigorously off-ramp the people who aren't recommended into other volunteer opportunities.	2/13/2020 8:30 AM
16	Not sure what the APEGA endorsement really means. In fact it could be a negative, like "this is all and insider job", if you know the right people in APEGA you get nominated.	2/12/2020 7:49 PM
17	I am aware that the recommended slate are those identified and vetted by the nomination committee. However sometimes excellent candidates not yet known the those on the nominating committee write in a nomination after those identified by the committee have already been recommended. I would recommend that excellent write in candidates also obtain the endorsement of the nominating if they are clearly good candidates.	2/12/2020 6:41 PM
18	Doesn't need to be so prominent. Could be included in the bio that they have been recommended by the nominating committee, but the * doesn't need to appear on the ballot itself, or next to every instance of their name appearing.	2/12/2020 5:06 PM
19	This practice foreclose the preferred candidate, almost like predetermining the outcome of the	2/12/2020 3:47 PM

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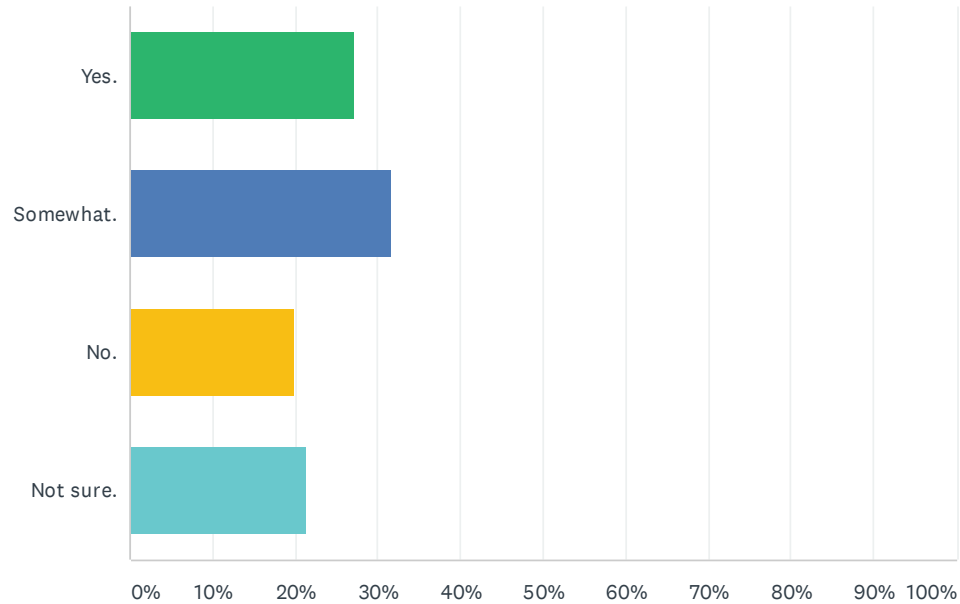
	election. I do not think this is going right	
20	I support this process, but fear nepotism or furthering the interests of council instead of simply indicating which nominees are best qualified. Qualifications and the support of council on specific matters of interest are two very different things.	2/12/2020 3:02 PM
21	I look at each candidate and vote according to my opinion.	2/12/2020 2:38 PM
22	To be honest, I don't place much importance in the recommended candidates when making my decision. I review all of the material available for each of the candidates and vote based on my assessment of whether or not the candidate has what it takes to effectively serve APEGA and the membership. Often I've selected candidates that have not been recommended by the nominating committee and rejected some that have been recommended.	2/12/2020 2:03 PM
23	I would want to know specifically why that person is a nominee. I would also like to be aware when the other candidates have NOT been evaluated	2/12/2020 1:28 PM
24	Gives the voter to make his/her own judgement and decision prior to selecting a candidate for voting.	2/12/2020 1:18 PM
25	There is no transparency in how they get the star. As I have said previously, I am not interested in running for Council, unless the nominating committee is interested in me. All my career I have been passionate about my engineering career, as I feel I can make a difference in the work I do. There is no similar passion to serve on Council since I don't know if I can make a difference - others would be in a better position to tell me. In the same way, I volunteer for APEGA because I believe I can make a difference, but Council is this black hole of nothingness - I really don't know who's on Council and what they think - they're all strangers to me.	2/12/2020 12:55 PM
26	Professional Members should be able to decide?	2/12/2020 12:47 PM
27	All professionals are equal. Recommendations are bias. Nothing that say the nominator is "qualify" or "better" to say who should be recommended. This is "degrading" to nominees. When publishing, just list candidates based on last name.	2/12/2020 12:44 PM
28	I'd say it would be unusual in most organizations for the organization itself that is nominating and electing a member to sway the votes of the electorate by providing a recommendation. So if it is going to be done, I think it has to be extremely transparent and very very careful to avoid discriminating against new or diverse candidates who may challenge the existing leadership's perspectives.	2/12/2020 12:31 PM
29	The current process feels more like a popularity contest rather than a determination of skills.	2/12/2020 12:25 PM
30	Identifying Nominating Committee selections tend to bias votes towards those candidates in my opinion.	2/12/2020 12:03 PM
31	Nominated candidates, providing they're qualified, should be highlighted compared to somebody who has no relevant qualifications	2/12/2020 11:49 AM
32	Should be the person not the board	2/12/2020 11:33 AM
33	It is nice to know that the nominating committee supports an individual but it may limit the chances of people with different and useful ideas being elected.	2/12/2020 11:31 AM
34	This was vastly discussed and I think it is very wrong to make suggestions as who the members to vote for. The evaluation process is not even a good one to start with let alone marking candidates name with a *.	2/12/2020 11:22 AM
35	Recommendations from APEGA on best qualified is an opinion. I think it clouds the issues.	2/12/2020 11:17 AM
36	Don't need this. We are adults and professionals.	2/12/2020 11:14 AM
37	It helps me make a better voting decision.	2/12/2020 10:58 AM
38	I don't need pre-biasing from the nomination committee.	2/12/2020 10:55 AM
39	I do not believe it is up to a select group of individuals (who have their own biases) to determine who is "best" to run for Council. The general membership is compromised of intelligent individuals who typically have strong critical thinking skills, so the nomination committee should not be "recommending" anyone, but instead just determining if the candidates have met the minimum requirements.	2/12/2020 10:54 AM

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40	Voters need to know how much time the Nominating Committee devotes to the recommendation process. Members are free to ignore the recommendations if they doubt the judgement of the Nominating Committee, but those who are opposed to the judgement provided by the Nominating Committee should not be empowered to censor this information from Members who find it useful.	2/12/2020 10:53 AM
41	The asterisks imply a bias.	2/12/2020 10:45 AM
42	I don't feel particularly connected to the candidate qualification. I do feel that council is capable of selecting candidates with a more focused and selective lens to bring forward candidates of varied backgrounds and diverse/complementary skills.	2/12/2020 10:44 AM
43	If we are aiming to be democratic, this is like having some celebrity or person of power and authority endorse our prime minister for election. It somehow seems wrong to me, since we don't ask for this in any other democratic process. If we can allow the people to decide on our Prime Minister or representative in government affairs, why do we want to project the opinions of the committee? Haven't they already made their decision by allowing them to be included? If the committee are doing an effective job at filtering candidates, then why do they further need to bolster their position? Pompous?	2/12/2020 10:35 AM

Q11 Do you feel the current membership of APEGA's Council reflects the diversity of APEGA's members?

Answered: 136 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes.	27.21%	37
Somewhat.	31.62%	43
No.	19.85%	27
Not sure.	21.32%	29
TOTAL		136

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#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	Yes, based on the latest/ongoing election candidates. While reviewing the candidates and also considering who I voted for, diversity in gender and ethnicity.	2/23/2020 5:03 AM
2	Diversity cuts both ways. Person should be elected based on what they bring. But are the best people running for office?	2/21/2020 10:22 AM
3	Not sure if all industries are represented not stage of career.	2/19/2020 5:02 PM
4	It's probably more diverse than the general membership.	2/19/2020 4:14 PM
5	I think we should look beyond gender, race, ability/disability and just look at competence.	2/19/2020 2:10 PM
6	Not enough representation from our very diverse membership	2/17/2020 2:37 PM
7	Happy to see a good gender balance.	2/14/2020 9:04 AM
8	Any governing institution, requirements of ruling and capability to ensure compliance are the most critical criteria and not diversity. Anybody promoted on the basis of diversity but not capable will harm the intent of the regulation.	2/13/2020 6:43 PM
9	Diversity and qualifications in council nominees are both considerations I use when voting	2/13/2020 2:16 PM
10	We have a ways to go to represent members of Chinese and Indian descent in council, as they are a large part of the immigrant volume.	2/13/2020 12:02 PM
11	I haven't done the checklist of minorities to verify the mix on Council is appropriate or not.	2/13/2020 9:09 AM
12	Not sure about all of APEGA, I have no numbers. From the perspective of the BOE (that I am a member of), there is a great diversity within the BOE. I am not at all in favour of "enforced" diversity or quotas. I am fully in favour of removing barriers instead.	2/12/2020 7:54 PM
13	There is plenty of gender representation but not yet adequate racial representation to represent the foreign trained or second generation visible minority population in the membership.	2/12/2020 6:48 PM
14	I don't look at diversity, I look at who will do the best job as a Councilor.	2/12/2020 6:43 PM
15	I selected "Not Sure", then went to the website to take a closer look at the current council. I think the role naturally attracts people closer to the end of their career than the beginning, and this is reflected in the make up of council. Other than that it seems reasonably diverse.	2/12/2020 5:14 PM
16	Women are well represented. Racialized and Indigenous groups are not well represented.	2/12/2020 4:18 PM
17	The ethnic diversity of APEGA's members is certainly not evident in our Council.	2/12/2020 3:14 PM
18	it all depends on who wants to run for council	2/12/2020 2:59 PM
19	You need to have people with time available, and these people tend to be older.	2/12/2020 2:42 PM
20	not enough inclusion of other cultures	2/12/2020 1:41 PM
21	I do not pay attention to race, gender, or other such factors on council, so I don't know the current makeup.	2/12/2020 1:34 PM
22	APEGA has done a decent job getting more females on Council (but I'm stating this from a man's viewpoint, so take that with a grain of salt) but needs to do more. There are more visible minorities (but as a white Canadian-born guy, maybe I'm wrong) but where APEGA Council really falls down is ageism - probably due to the workload but Council absolutely needs to get emerging professionals involved - create one or two seats strictly for engineers/geoscientists recently entering the profession. And then there are the non-visible things such as sexual orientation and religious beliefs - they are nobody's business but I suspect there are "invisible" barriers to LGBTQ+ or non-binary members feeling they are not welcome - has APEGA tried to engage with these folks in a meaningful way?	2/12/2020 1:11 PM
23	I do not know the population profile of membership and Council.	2/12/2020 12:59 PM
24	We require more participation from younger members and the Oil and Gas sector	2/12/2020 12:51 PM
25	Cannot help the market place	2/12/2020 12:47 PM
26	Most applicants come from the oil and gas sector; if Alberta is to survive, it needs a diverse	2/12/2020 12:30 PM

APEGA Special Committee - Volunteer Survey

economy. Representation from other sectors is needed to help grow and support the movement of engineers into other roles.

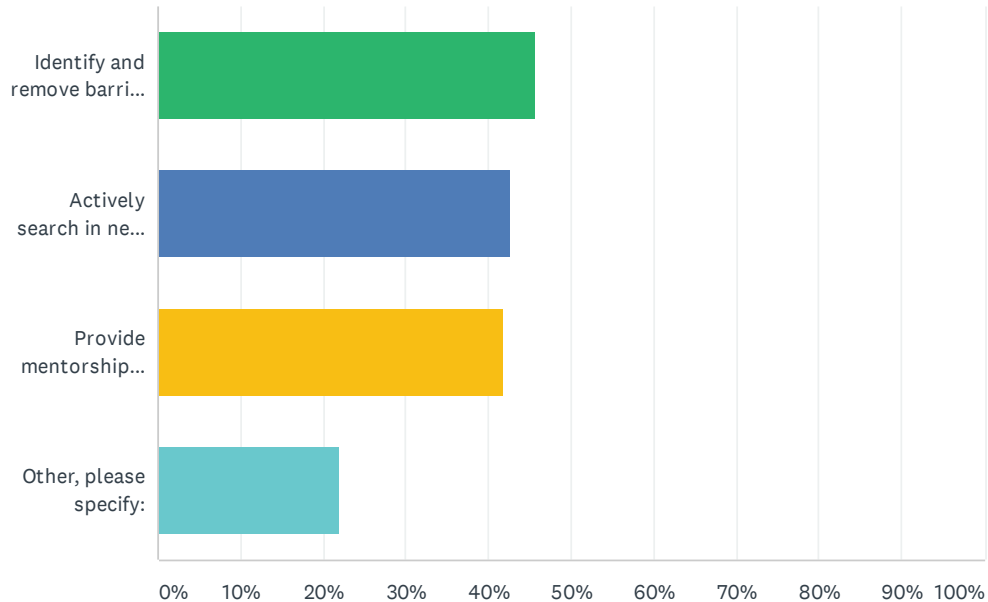
27	Women are over represented on Council and visible minorities are under represented. That said most members are aware that the professions are striving to increase female participation and most visible minority candidates have a cultural gap that is apparent in their written and video submissions; hence my observation of the tendency to for women candidates and not for visible minorities.	2/12/2020 12:18 PM
28	I do not know the the current makeup of APEGA membership as to race, gender etc. or their fields of practice and what sort of organization they work for, if any. While management skills are important for council I fear the interests and needs of those who practice the technical aspects of engineering are not well represented. Probably because, like me, they do not seek management roles, which council is.	2/12/2020 11:40 AM
29	With 50% graduates out of Canada and almost no representation from this particular group is a good indicator for lack of diversity on Council. When I self-nominated and successfully elected with really high number of votes, a few people of the staff and two from council kept asking me really unusual questions as who I was lobbying for which had no basis. I was a professional with passion for what I do and proud to be part of a bigger picture to shape our future. I believe APEGA can do a lot more to have an inclusive and diverse representation in staff and council.	2/12/2020 11:29 AM
30	But more the question is why does it matter. These are the people who have stepped up to put in this time. How will you count the people for diversification, by what measures.	2/12/2020 11:22 AM
31	Lot of ethnic infiltration.	2/12/2020 11:16 AM
32	There isn't enough diversity in terms of the discipline and work experience. I would like to see more council members who are working in technical roles (not PMs) and also various disciplines. My experience is that without sufficient technical background, many engineers do not understand the effect of their decisions, which can even affect policy creation and implementation.	2/12/2020 11:09 AM
33	I don't know but have heard that there are not a lot of oil and gas people in APEGA.	2/12/2020 11:06 AM
34	I do not have the statistics to confirm.	2/12/2020 11:02 AM
35	I value quality over diversity.	2/12/2020 10:56 AM
36	As I understand it's all volunteering position (no perks, prestige, may be). People are elected based on their abilities. Trying to impose diversity and equality concept as is encouraged in the work place and government institution would dilute the purpose of the whole institution of APEGA. On the contrary I suggest we encourage this to be implemented in the APEGA administration. At the same time I got a strong feed back from the P.Geo member are not adequately represented in the council. Considering a low percentages of the member belong to geoscience, the council is dominated by P.Eng (although the current President is a P.Geo). However, to take care of that feeling of alienation, a proportionate representation of P.Geo in the council would help.	2/12/2020 10:54 AM
37	It's improving, but when I consider (i.e., anecdotally) the professional members I've encountered over the years in organizations of different sectors and sizes, as well as employer types (e.g., operating companies, consulting firms, vendors), I get the impression Council might be "lagging" (in some areas, potentially by a large number of years) in its reflection/representation of the actual composition of APEGA members.	2/12/2020 10:52 AM
38	I don't have any reason to believe that the current council is not reflective of the diversity of APEGA's members, but I am not sure.	2/12/2020 10:50 AM
39	Unfortunately, the more senior members who typically run for council are, as a group, not as diverse as the new members graduating from engineering schools. When I graduated (I'm roughly contemporary to a majority of the Council and those running for election), we were touting the increase in female engineers to the point of having a 25% of students being female. Our council and nominees are getting better, but I think it will still be a while before we match the current diversity of our newer members.	2/12/2020 10:43 AM
40	How many members of council are from outside of Edmonton or Calgary?	2/12/2020 10:33 AM
41	As a geoscientist, I rarely feel appropriately represented by the council (most often it is entirely or almost entirely engineers).	2/12/2020 10:28 AM

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42	Don't follow the process that closely.	2/12/2020 10:25 AM
43	The candidates seemed diverse in many ways to me but I don't know if it appropriately reflects the diversity of APEGA's members or not as I am most familiar with my sector	2/12/2020 10:25 AM

Q12 What action(s) would you recommend to encourage more diversity on APEGA's Council? (Select all that apply)

Answered: 136 Skipped: 19



ANSWER CHOICES	RESPONSES	
Identify and remove barriers to participating in the nominations process	45.59%	62
Actively search in new places for diverse Nominees for Council.	42.65%	58
Provide mentorship support for each Nominee.	41.91%	57
Other, please specify:	22.06%	30
Total Respondents: 136		

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#	IF YOU CHOSE "OTHER, PLEASE SPECIFY" ABOVE, PLEASE PROVIDE YOUR COMMENTS BELOW.	DATE
1	Currently have diversity, in my view.	2/23/2020 5:03 AM
2	Encourage diversity in other volunteer activities, so that networking and relationships develop.	2/21/2020 10:22 AM
3	there should be no barriers to putting one's name forward on the list of candidates; shorten the window to put one's name in but get rid of the nomination review process and recommendation by a committee.	2/17/2020 10:56 AM
4	Every member has an equal opportunity to choose if they wish to participate in the process and run for council. On the election side the voting membership has the same opportunity to vote for the candidate that is best suited for the job. These elections should be about who is the best candidate based on credentials.	2/14/2020 9:36 AM
5	Remove the (*).	2/14/2020 9:04 AM
6	Expand your narrow view of diversity.	2/14/2020 8:39 AM
7	Promote the benefits of serving on council to encourage a broader spectrum of candidates.	2/13/2020 9:03 PM
8	Nothing	2/13/2020 6:43 PM
9	I believe candidates will step up if they believe they have the time to serve, and that is not impacted by removing any barriers or providing any additional support	2/13/2020 6:24 PM
10	The volunteer pool is a large source for Council candidates. Volunteer diversity is therefore key to the diversity question. The committees I serve (and have served) on, are more diverse than they were ten years ago, but there is still work to be done there. A common complaint when I was with Branch and talking to a lot of members, was that people who had put their names forward to volunteer were often not contacted or followed up with. I don't know if this is still the case, but perhaps a look at how volunteers are brought in and assigned might be fruitful.	2/13/2020 10:18 AM
11	Identify strong candidates that show Alberta's diversity	2/13/2020 9:44 AM
12	Identify and remove barriers (if any exist) that some members may feel with regard of them being a fully accepted member of APEGA. Would need to figure out if any members feel that there are barriers in front of them, for any objective they may have.	2/12/2020 7:54 PM
13	Give special considerations or invite them to council	2/12/2020 7:43 PM
14	Lower the requirements for self nominations, why make Members work for a nomination, 20 members is easy in Calgary or Edmonton, not everywhere of every discipline.	2/12/2020 6:43 PM
15	Specific seats for certain age range to encourage younger members to apply.	2/12/2020 5:14 PM
16	active communication	2/12/2020 5:11 PM
17	See answer to question # 8	2/12/2020 3:48 PM
18	Don't try to look for diversity. Focus on older people with time available. This will give you the best representation.	2/12/2020 2:42 PM
19	encouraging more diversity in the membership to have a more diverse pool to draw candidates from.	2/12/2020 2:03 PM
20	no need.	2/12/2020 1:32 PM
21	Include elements of the desired diversity in promotional materials. Continue to use plain language in promotional materials. Conduct focus groups through independent research/survey companies with those identified as diversity gaps to uncover blind spots.	2/12/2020 1:10 PM
22	Professional Geoscientists and the Oil and Gas sector are low on participation. Technology(computer) has little representation	2/12/2020 12:51 PM
23	I think that the goal should be to encourage qualified and knowledgeable people to participate. Being blind to our innate differences and seeking merits.	2/12/2020 12:22 PM
24	All nominees should be provided access to mentorship resources	2/12/2020 11:36 AM
25	Support for less senior opinions	2/12/2020 11:35 AM

APEGA Special Committee - Volunteer Survey

26	The best person should be selected based on competency.	2/12/2020 11:29 AM
27	I still don't see how you can diversify the nominees, if no one of any definable diversity is applying to run.	2/12/2020 11:22 AM
28	Eliminate the need for criminal and credit background checks unless the position requires the individual to work with vulnerable people (eg minors) or puts the person in a position of financial control (ie CFO or treasurer).	2/12/2020 11:09 AM
29	The council is elected. All three of the above are good ideas, but the process should focus on the quality and character of the candidate. Focus on finding the best candidates that are also blind to anything other than quality and character, and diversity will take care of itself.	2/12/2020 11:06 AM
30	Professional members need a little bit of mentorship support regarding APEGA's strategic direction and governance structure before they can contribute their service to APEGA.	2/12/2020 11:02 AM
31	None. This is not required and APEGA should not get pulled into diversity conversations at the expense of quality council candidates.	2/12/2020 10:56 AM
32	Diversity on APEGA Council accurately reflects the Membership	2/12/2020 10:56 AM
33	Any effort like this, I believe, is again wasting APEGA resources.	2/12/2020 10:54 AM
34	I know we need the experience to make the Council work...but perhaps as a short term measure we need to look at having a couple positions held or added for those with less than 10 years experience, where there is a different diversity mix in our profession.	2/12/2020 10:43 AM
35	Communicate the vision of why this is important, and let our members do the rest.	2/12/2020 10:37 AM
36	Create a pool of associate council members from minority groups.	2/12/2020 10:33 AM
37	I don't feel qualified to comment on this	2/12/2020 10:25 AM

Q13 Please explain your answer for question #12 (optional):

Answered: 67 Skipped: 88

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#	RESPONSES	DATE
1	Self explanatory	2/24/2020 8:14 PM
2	See above.	2/23/2020 5:03 AM
3	Find development opportunities, where future nominee gets exposure to council but does not need to commit to it.	2/21/2020 10:22 AM
4	I think that diversity is important, but many different ethnic groups are under-represented in the pool of candidates that are successful in choosing and completing training as Professional Engineers and Geoscientists.	2/19/2020 4:14 PM
5	Need to support those who are new to organization	2/17/2020 4:27 PM
6	Need more candidates to come forward	2/17/2020 2:37 PM
7	Provide mechanism like mentorship to people in advance of nominee status to garner most interest.	2/16/2020 10:48 AM
8	The more the Nominating Committee looks beyond its immediate network, the better	2/15/2020 6:35 PM
9	Most of the members are not aware of the process and Council's activities and roles etc. it must be explained to all members.	2/15/2020 4:16 PM
10	Help clarify process steps and best practices.	2/15/2020 3:08 PM
11	Both answers are self-explanatory!	2/14/2020 5:51 PM
12	See above	2/14/2020 9:36 AM
13	Diversity can be appreciated beyond men and women, something APEGA fails to highlight or promote within its membership. APEGA member services continue to wander around and steal other organizations or provincial engineering regulators with a sliver of the diversity it is blessed with and settles with lukewarm messaging. It continues to fail its members.	2/14/2020 8:39 AM
14	You do not promote diversity with incapability. Instead mentor them and bring up the standard before shouldering responsibility.	2/13/2020 6:43 PM
15	X	2/13/2020 6:43 PM
16	see above	2/13/2020 6:24 PM
17	Diversity means seeking out individuals that normally would not participate in a public process. Mentorship is critical to identifying those individuals.	2/13/2020 1:01 PM
18	Lessen the application requirements and enhance program to entice interest from members with diverse background.	2/13/2020 12:42 PM
19	If you're looking in the same comfort zones, you'll never find those qualified candidates with diverse viewpoints	2/13/2020 12:18 PM
20	It is impossible to know which candidates have "self-nominated" and which ones have been "recruited" but I think APEGA is searching for candidates in the same places because it feels comfortable. I challenge APEGA to cast a wider net: for example reach out directly to every active volunteer (all hundreds of us) and make your proposal.	2/13/2020 12:02 PM
21	You can search for more, but many women & minorities are already swamped being the "diversity" person on every committee at work.	2/13/2020 10:30 AM
22	See above.	2/13/2020 10:18 AM
23	I think council should be comprised of members from all stages of their careers as well as all areas of the province.	2/13/2020 10:12 AM
24	Visible minorities may be reluctant to put forward their names for nomination if the nomination process is not simplified eg the requirement of 20 signatures to support their nomination would be difficult to be met by most APEGA members who are visible minorities.	2/13/2020 10:11 AM
25	I think the key thing we need on council is experience, diversity is the outcome from bringing in experience	2/13/2020 8:31 AM

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26	Find people from different fields of engineering	2/12/2020 9:36 PM
27	Identify potential diverse candidates.	2/12/2020 8:11 PM
28	Please read the text above!!!!!!	2/12/2020 7:54 PM
29	Create diversity by invitation to council. Reserve some seats for that purpose	2/12/2020 7:43 PM
30	encourage more member to do it	2/12/2020 7:09 PM
31	Although important that members running for council have familiarity with APEGA's activities it might be better to look at ethnically diverse members from technical committees or community groups. Another possibility would be to seek out ethnically diverse people to volunteer on committees that could be developed as future council members.	2/12/2020 6:48 PM
32	Lower the requirements for self nominations, why make Members work for a nomination, 20 members is easy in Calgary or Edmonton, not everywhere of every discipline.	2/12/2020 6:43 PM
33	Active participation and support from APEGA is required.	2/12/2020 4:27 PM
34	The diversity structure of the council is great, we can do more however.	2/12/2020 3:50 PM
35	There must be a reason for the low ethnic diversity of our Council. Let's find out why, while encouraging these members to apply. The diversity of our Council is as valuable as the diversity of your financial portfolio. Let us not be caught off-guard by a single point of view that a homogeneous Council would provide...	2/12/2020 3:14 PM
36	not sure there are barriers per se; however the time commitments and expectations are not quite clear at this point	2/12/2020 3:02 PM
37	See above	2/12/2020 2:42 PM
38	Identify and eliminate any diversity related barriers that may unfairly preventing people with any particular background to participate in the nomination process.	2/12/2020 2:29 PM
39	The membership provides the candidates. If the membership is diverse, I would expect a more diverse volunteer pool.	2/12/2020 2:03 PM
40	These types of popularity contests can be challenging to those in minority, so having someone supporting the person can be a game changer.	2/12/2020 1:34 PM
41	because candidates are super	2/12/2020 1:32 PM
42	As an old white male PEng, it seems Council is made primarily up of guys like me. Yes there are visible minorities, yes there are females, yes there are a few PGeo's but like affirmative action from decades gone by, maybe APEGA needs to promote the diversity of SOCIETY as a whole, not the diversity of its membership, in determining how and who to encourage to run. It is a lot of time and effort, and most old white guys (like me) are likely in a stage of their career where they can devote the necessary time to serve, but you are disenfranchising whole swaths of talent. As an APEGA volunteer, I feel there is too much demand for in-person meetings and that the use of technology is under utilized - that alone is killing diversity.	2/12/2020 1:11 PM
43	Sometimes barriers aren't obvious. For example. the nomination form could include language that appeals to certain groups but causes others to self-exclude themselves (e.g. gendered language)	2/12/2020 12:54 PM
44	Meetings at times fail to recognize the Geoscience members. Experience at APEGA meetings	2/12/2020 12:51 PM
45	Have more ads at first nations, minority, etc, locations	2/12/2020 12:47 PM
46	Online tools and presentations on the typical role of a council member and election needs may attract potential nominees that are on the fence. People don't want to invest time and energy in a process that is not transparent or well understood.	2/12/2020 12:30 PM
47	Adjust the criteria for the nominating committee. Actively select and pursue qualified visible minority nominees. I do not suggest doing anything to discourage anyone from accepting a nomination or submitting a self nomination.	2/12/2020 12:18 PM
48	More support from APEGA.	2/12/2020 12:00 PM
49	As the APEGA nomination committee is not transparent, I don't think there is clarity on how APEGA endorses some candidates, or who is in the selection committee that endorses the	2/12/2020 11:51 AM

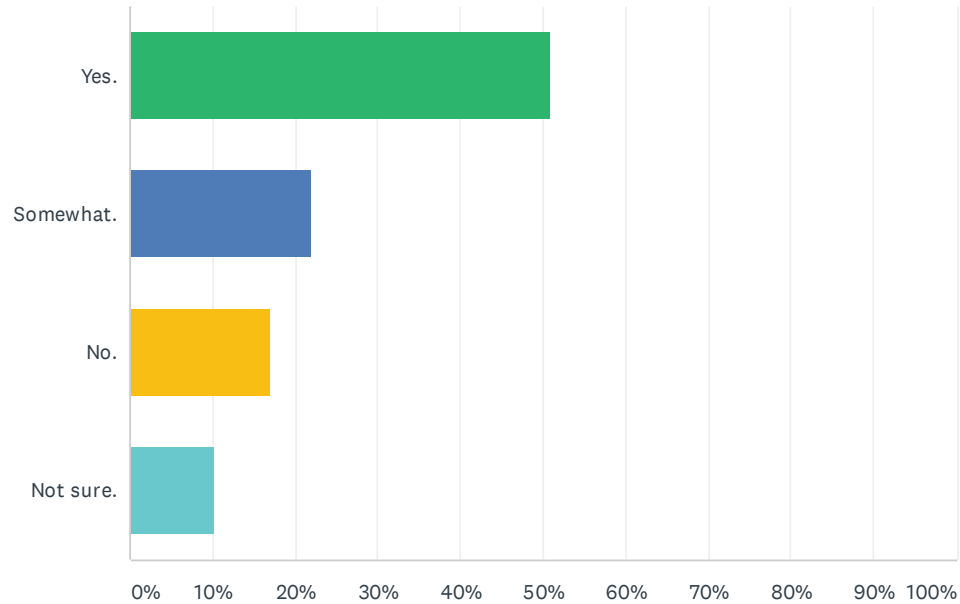
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candidates.

50	Members belonging to minority groups may find it difficult to campaign	2/12/2020 11:49 AM
51	Need to advertise and educate the entire membership community and target groups that will enhance the council diversity.	2/12/2020 11:44 AM
52	We need a younger view	2/12/2020 11:35 AM
53	I thought that is what the space provided in #12 is for.	2/12/2020 11:22 AM
54	advertise the process and requirements broadly	2/12/2020 11:16 AM
55	May be helpful to have mentors.	2/12/2020 11:15 AM
56	I know several long term APEGA members who have indicated that they will never run for council as long as they are required to submit to a criminal or credit background check	2/12/2020 11:09 AM
57	What about identifying what sectors need representation (e.g. construction, oil and gas, environmental, etc.) and aiming for a balance? This balance is also needed for geologists, geophysicists and the various disciplines of engineering.	2/12/2020 11:06 AM
58	Guidance in the process or partnership with a buddy -fellow council member would be great in finding out more about the process and the time commitment afterwards	2/12/2020 10:55 AM
59	That has been my perspective in this survey. Keeping track of every next steps of the volunteer or nominees is another woes for mentoring.	2/12/2020 10:54 AM
60	To me this is a mute point, will create a lot of controversy.	2/12/2020 10:54 AM
61	I believe that expanding the search criteria for nominations would be beneficial in creating a strong and competent council.	2/12/2020 10:50 AM
62	See question 12	2/12/2020 10:43 AM
63	The more support that nominees and council members have the more likely that people will choose to participate	2/12/2020 10:36 AM
64	na	2/12/2020 10:34 AM
65	Associate council members from minority groups with limited authority but more active participation than volunteering would give the minority members confidence and voters a way of putting trust on them.	2/12/2020 10:33 AM
66	Make it less onerous to prepare the candidacy. The process has grown over the years into a bit of a turn off.	2/12/2020 10:31 AM
67	Anything extra that can be done is benedicial	2/12/2020 10:21 AM

Q14 Do you think that greater diversity, equity & inclusion can impact APEGA's success??

Answered: 136 Skipped: 19



ANSWER CHOICES	RESPONSES	
Yes.	50.74%	69
Somewhat.	22.06%	30
No.	16.91%	23
Not sure.	10.29%	14
TOTAL		136

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#	PLEASE EXPLAIN YOUR ANSWER (OPTIONAL):	DATE
1	Intent is to have a range of representation on the council. Combining and drawing from everyone's different backgrounds and experiences. I believe this is what we currently have.	2/23/2020 5:03 AM
2	What do you mean by success? Wasn't APEGA successful during the first 50 years when it was essentially a bunch of White guys? I think that it will be a better, and stronger Association with a better understanding of various issues by being more representative of our diverse culture.	2/19/2020 4:14 PM
3	The more diverse and the more inclusive the better for Apega in the future. We need to encourage anyone to become an engineer and provide the support to kick down any barriers.	2/17/2020 2:37 PM
4	need to define APEGA success. if staff want to drive or influence volunteers on committees in a certain direction, this is more likely to happen than volunteers setting the direction. as such, there really is not inclusion, diversity of thought, or equity since there is still an old mentality to openly support those that are YES people, and to look harshly on those that "NO people" who may actually try to bring forward ways of updating APEGA.	2/17/2020 10:56 AM
5	Greater diversity, equity & inclusion will not make a material difference in helping APEGA successfully strengthen its performance as a regulator of the professions.	2/15/2020 6:35 PM
6	The best candidate with the best credentials should be elected.	2/14/2020 9:36 AM
7	Yes, it has been proven that more diverse boards are more successful because they have a broader variety of perspectives.	2/14/2020 9:04 AM
8	We have a large cross section of nationalities that fail to be recognized for their contributions in this province and beyond.	2/14/2020 8:39 AM
9	The question above implies that there is no equity at the moment. Also diversity and inclusion is not validated with capability. This is a trick question just to twist the minds of simple minded people.	2/13/2020 6:43 PM
10	Its already diverse	2/13/2020 6:43 PM
11	Diversity itself should not be the goal - qualified, experienced, committed individuals are required, regardless of race, gender, age, etc.	2/13/2020 6:24 PM
12	Greater diversity and inclusion as represented in the APEGA council will benefit and strengthen APEGA's mandate	2/13/2020 2:16 PM
13	Diversity of thought brings on creative solutions, it is a business fact. Sameness limits the solutions we find.	2/13/2020 12:02 PM
14	Having increased focus on getting females into Engineering. There is still work to do in this area.	2/13/2020 11:51 AM
15	APEGA's success is best assured by choosing capable people for volunteer, staff and Council positions. Diversity and inclusion widens the pool of talent that can be drawn on. So "greater" diversity, etc should result in a wider talent pool, which is good. As a further note, wider inclusion and diversity also means more voices will be heard from within the communities which make up APEGA. But we must be careful to remember that diversity for diversity's sake *alone* may not give the desired results. People stepping up for Council should ideally be chosen not just to represent a community, but to support APEGA's mission of Protection of the Public Interest, which requires a large time commitment and dedication to the mission. From my own interactions with Council over the years I think APEGA has done a good (if not perfect) job of this. So I support the idea to make the talent pool as wide, diverse and inclusive as possible, which will give potential Councillors the opportunity to demonstrate their dedication, "learn the ropes" of APEGA...and decide which ropes they want to strengthen - or change.	2/13/2020 10:18 AM
16	Greater diversity is always an advantage.	2/13/2020 9:09 AM
17	As already indicated, I am not sure what APEGA needs to do to become more meaningful for members or be better accepted by the public, or to be better seen by legislators.	2/12/2020 7:54 PM
18	The membership is likely to feel more invested and supportive of APEGA if the council better represents the membership.	2/12/2020 6:48 PM
19	Diversity always helps in bringing alternate perspective and also educating others on alternative	2/12/2020 5:11 PM

APEGA Special Committee - Volunteer Survey

	thinking	
20	greater diversity means more ideas, more perspectives and more options, which I do believe can lead to greater discussions and greater success.	2/12/2020 4:22 PM
21	APEGA should be a true reflection of our membership.	2/12/2020 3:50 PM
22	The diversity of our Council is as valuable as the diversity of our financial portfolios and the diversity of the nutrition that we consume. Let us not be caught off-guard by a single point of view that a homogeneous Council would provide. Diversity allows us the opportunity to identify risks and opportunities sooner, and conceive unique solutions to our unique problems.	2/12/2020 3:14 PM
23	the organization's success would likely be contingent on the ability of its leaders	2/12/2020 3:02 PM
24	Engineering is a business. Diversity has nothing to do with running a business successfully.	2/12/2020 2:42 PM
25	I don't believe that diversity should be a goal in and of itself. The goal should be to get the best quality of candidates (the ones that will most effectively server the Association), regardless of whether or not they meet some specific diversity profile. I believe that stressing diversity over best quality is a huge mistake.	2/12/2020 2:09 PM
26	Diversity for the sake of diversity is not helpful, other than public image - especially if it does not represent the membership. Diversity/equity/inclusion on council should be meaningful and used to inspire a more diverse membership. In that way, APEGA would find more success.	2/12/2020 1:34 PM
27	Ultimately, APEGA's sucessss depends on how the candidate performs. Diversity does not necessarily guarantee success, but only provides opportunities.	2/12/2020 1:22 PM
28	Emphatically yes. If I look at my own career, and at the dozens of engineers I have hired in the course of that career, diversity in hiring has served me very well. I could not have achieved what I have, had I hired staff that simply looked and talked like me. How can I serve a diverse society if my engineering office is not similarly diverse? But you need to work to achieve a diverse office, and create a nurturing culture that is truly supportive of all, and not just lip service. Actions speak louder than words - whether APEGA Council or the Academy Awards.	2/12/2020 1:11 PM
29	Of course! Greater diversity in personnel has been proven in business environments to make more successful companies...	2/12/2020 12:54 PM
30	Younger but knowledgeable participants needed	2/12/2020 12:51 PM
31	Isn't it obvious? If not, APEGA has bigger problem. Such as understnading the questions being asked.	2/12/2020 12:47 PM
32	I am not sure that diversity equals success, it is important to encourage all to participate and remove any barriers but that does not mean that the most qualified people will apply.	2/12/2020 12:44 PM
33	Yes, in a positive way. Representation and diverse perspectives are very valuable.	2/12/2020 12:32 PM
34	I don't think forcing diversity is positive or fair. Removing barriers and providing equal opportunities is good.	2/12/2020 12:22 PM
35	I believe all candidates who run for council do so with the intent of providing value to the association. Increased diversity will help with the Association's public image, but I don't really believe it will alter the the quality with which it is governed.	2/12/2020 12:18 PM
36	Yes, but needs to be balanced with overall competency of the council.	2/12/2020 11:44 AM
37	Diversity is a strength. Increasing diversity within council should not be forced. With continued increasing diversity of membership, the council diversity should occur.	2/12/2020 11:36 AM
38	Competency should be the dominating criterion.	2/12/2020 11:29 AM
39	Absolutely ! It has been proven that with higher diversity comes along more innovation and greater success in any organization.	2/12/2020 11:29 AM
40	I would like to see candidates of various disciplines being selected because as with any project team, different disciplines see things differently. Gender, ethnicity and age aren't the only differentiators.	2/12/2020 11:09 AM
41	Greater diversity of THOUGHT and IDEAS and equity of OPPORTUNITY can provide huge benefits to APEGA. I am blind to diversity of color, religion, ethnicity, etc. As engineers we	2/12/2020 11:06 AM

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should see past these as they are not relevant to the quality of the individual's thoughts and ideas. Language is one area where diversity is a valuable criteria, as having people with skills in multiple languages will help bring diverse thoughts and ideas effectively into a discussion. We should strive to eliminate language barriers that interfere with achieving the best results.

42	It seems like Alberta is at a place in time where it needs to do a combination of reinventing itself and doing oil and gas better. For this, we need sharp minds who can communicate well. We need to think of future generations.	2/12/2020 11:06 AM
43	Can't predict without a thorough review of past results.	2/12/2020 11:02 AM
44	This question is skewed to get a Yes or Somewhat answer. How can greater equity and inclusion be a bad thing?	2/12/2020 10:56 AM
45	I think APEGA council is very diverse, but I feel APEGA lacks in having a strong presence in the lives of the engineers of the province i.e.: less bureaucratic process for registration of IEPs, mentorship support for new engineers, especially female. Sending emails to get people involved is not enough at times. In my case knowing others who volunteer for APEGA, who run for council, made me pay more attention to the correspondence I was receiving and how I could contribute.	2/12/2020 10:55 AM
46	It's not material to APEGA's success, if you go by the purpose of APEGA and the Alberta Engineering and Geoscience Professions act.	2/12/2020 10:54 AM
47	If APEGA does not keep abreast of the demographics, composition, and needs/concerns of its membership -- whether on the level of individuals (e.g., gender, ethnicity, age, orientation, etc.), or the types of employer/employment the members are in -- then in the longer-term APEGA runs the risk of ossifying and being seen as neither representative nor relevant to its membership.	2/12/2020 10:52 AM
48	I believe diversity can certainly impact APEGA's success; however it is the people themselves that create the success. Qualifications need to be considered first and creating opportunities for elevating APEGA's membership to be prepared for these types of roles would be beneficial.	2/12/2020 10:50 AM
49	It would negatively impact APEGA's success only if increasing diversity, equity & inclusion is done without proper consideration of the necessary skills, experience, and aptitudes of the candidates. In other words, increasing diversity, equity & inclusion cannot be an isolated target that is pursued without regards for the main goal which is to have a Council made up of the most qualified members.	2/12/2020 10:49 AM
50	Although we deal with professionalism and technical fields (which are quite "cut and dried" and should not be beholden to diversity), we are self-governing and charged with safeguarding the public, which means we need to reflect who we are as both an Association and society at large.	2/12/2020 10:43 AM
51	Diversity, equity & inclusion should be proportionate to the population at large so all view points are represented, but no groups are unduly over-represented or heeded.	2/12/2020 10:39 AM
52	Do you really need an explanation here? 30 by 30? inclusion and diversity is a core issue being tackled by all provinces. If this isn't already clear, I can't help you.	2/12/2020 10:37 AM
53	The organization should reflect diversity of its members.	2/12/2020 10:30 AM
54	Ultimately the candidates need to be qualified. Diversity is important but qualifications are more so.	2/12/2020 10:28 AM
55	I don't think the Apega council has a great impact on the day to day operations of its members. So any successes or failures by the council would have marginal impact to the average member.	2/12/2020 10:25 AM
56	In the sense that you want everyone to feel that have a fair chance so that more people will be encouraged to apply and APEGA members will have the best pool of candidates to choose from	2/12/2020 10:25 AM
57	Diversity of ideas is more important than physical traits	2/12/2020 10:21 AM

Q15 Final Comments (optional):

Answered: 47 Skipped: 108

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#	RESPONSES	DATE
1	I have served on the Nominating Committee about 7-8 years ago. APEGA has made changes since then which are not helpful.	2/24/2020 8:15 PM
2	Thank you!	2/23/2020 5:04 AM
3	Suggest doing a review, similar to corporations, and publish results, so it is transparent. If members understand there is a diversity issue, then they may engage in the solution.	2/21/2020 10:24 AM
4	There is a lot of efforts to be made for unconscious bias, prejudice and discrimination in the systems that the regulator uses. I hope an external audit by a third party is done both inside and out.	2/19/2020 5:03 PM
5	I think this is a great undertaking by apega	2/17/2020 2:37 PM
6	conduct a yearly gap analysis on council skills; openly report those deficiencies to the members; ask each candidate in their profile to indicate which skills they feel they bring to the table; and then let the members decide based on what information the candidate provides as demonstration of those skills, to open and transparently decide.	2/17/2020 10:58 AM
7	Council member should be well experienced , educated , wide spectrum of engineering / geoscience , diversity to reflect the large membership spectrum	2/16/2020 7:52 PM
8	Give more chance to other candidates, make it more diversified Council.	2/15/2020 4:17 PM
9	A qualifying condition worth re-assessing: Minimum years of (APEGA) membership required.	2/14/2020 6:17 PM
10	Thanks for volunteering!	2/14/2020 9:05 AM
11	My biggest pet peeve is the asterisk by some names. Half this survey is about inclusion and diversity but the council itself limits that diversity by preferring some of its members over others? Pull your head out of the sand APEGA.	2/14/2020 8:40 AM
12	Diversity and inclusion without capability is a path to failure. All Canadian laws are in english (french). People who cannot speak english or understand english will not be able to understand technical requirements as well as compliance with laws. This is just one example.	2/13/2020 6:46 PM
13	I'm not convinced the process is broken.	2/13/2020 6:25 PM
14	So glad to see that this process has started !	2/13/2020 12:43 PM
15	Have you considered allowing MITs to run for Council? Some are incredible and are not jaded yet.	2/13/2020 12:03 PM
16	I'm glad you are asking these questions.	2/13/2020 10:30 AM
17	As APEGA enters the next century strategic initiatives need to be global focused. This would expose APEGA to opportunities beyond the borders of Alberta. A diversity of cultural backgrounds, education and experience would enrich Council to steer APEGA in this direction.	2/13/2020 10:20 AM
18	I would like to see web debates for the election candidates similar to what PEO is doing in Ontario.	2/13/2020 8:32 AM
19	I will go for council if I know full what should be my commitment	2/12/2020 9:37 PM
20	None	2/12/2020 7:54 PM
21	Thanks	2/12/2020 7:09 PM
22	Council is driven by the Executive, the Executive comes from the Nominations Committee, that includes present and past Executives, who drive the process...not sure this is the best process.	2/12/2020 6:46 PM
23	There is room for improvement	2/12/2020 3:51 PM
24	Please see my suggestions to question #8	2/12/2020 3:48 PM
25	This survey was a good idea. Thank you for the opportunity to provide input.	2/12/2020 3:16 PM
26	Recruit older members for council.	2/12/2020 2:42 PM
27	To emphasize a point I tried to make earlier, I believe that it is important to provide the best quality of candidates, regardless of whether or not they meet a specific diversity profile.	2/12/2020 2:14 PM

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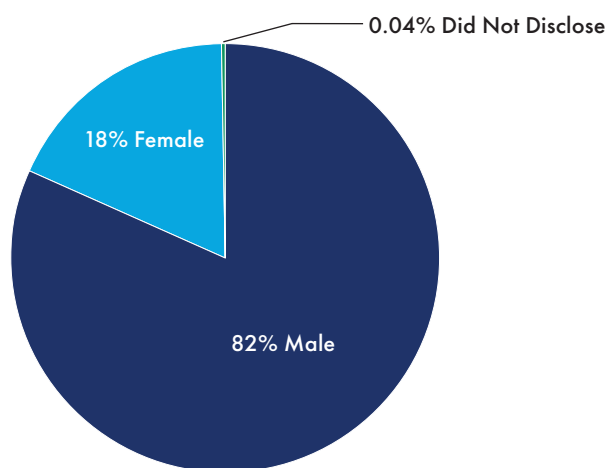
Additionally, candidates should be coached to understand that their role would be to act in the best interests of the Association, and they should not place any emphasis on personal agendas. It is truly a privilege to serve on Council, but the key word there is "serve".

28	None. Thank you.	2/12/2020 1:23 PM
29	Great topic and really appreciative of making a survey that elicits volunteer opinions - stroke of genius. I look forward to more surveys!	2/12/2020 1:12 PM
30	Reasonable to explore this issue, as is being done.	2/12/2020 1:00 PM
31	Hopefully the survey results will be published on APEGA's member page?	2/12/2020 12:54 PM
32	More from Oil and Gas on council . Its a major employer yet Government, academia and civil engineering are fully represented	2/12/2020 12:53 PM
33	Give members longer lead time and a contact to ask questions	2/12/2020 12:48 PM
34	I frequently see nominees advertising their positive traits and work experience, but not what changes and improvements they'd like to make with a role on council. This makes the process feel like a popularity contest rather than something that can be used to advance the profession.	2/12/2020 12:32 PM
35	I, myself, am a visible minority, have worked in different groups in APEGA as a volunteer. I would love to put my name forward as a candidate for council and because of my background and expertise, I believe, I can contribute to the Council's mandate and objective. However, exactly, because I am a visible minority, I don't feel that I am included in the circle of trust of APEGA.	2/12/2020 11:53 AM
36	I am satisfied with the current process	2/12/2020 11:49 AM
37	More Oil and Gas and technology rather than the government civil engineering side Oil and Gas employ most professionals in this province	2/12/2020 11:37 AM
38	Require fewer nominators. It will help diversity in all ways.	2/12/2020 11:25 AM
39	a nominating committee is a must, I believe going forward. a group that has the written requirements for nominating someone in front of them so some requirements can not be bypassed.	2/12/2020 11:18 AM
40	As an active volunteer, I was disappointed in APEGA when I was informed that I would be required to submit to a criminal record and credit history check as part of running as an APEGA Council candidate and as a member of any of the various APEGA committees. I quit one of the Professional Standards committees when I was informed of this requirement and I was further disappointed by the response from the APEGA CEO regarding the creation and implementation of the policy. I have been told that this policy may eventually cover all volunteer positions with APEGA. If that comes to pass then I will discontinue all volunteer activities with APEGA.	2/12/2020 11:15 AM
41	The younger generations are generally able to see the present and future better than the older generations, so there needs to be balance among the generations at APEGA.	2/12/2020 11:08 AM
42	Expressing interest to APEGA Council is an important and self-motivated commitment. It requires multi-talented skills on regulatory, governance, negotiation and analytical aspects. I would like to see those skills on the APEGA Council members.	2/12/2020 11:07 AM
43	There will always be some who will disagree in a free society, but APEGA should not abandon a process that has made effective use of dedicated volunteers, including many who are familiar with what a commitment to Council entails, to satisfy some critics.	2/12/2020 10:58 AM
44	Asking questions is a big step, keep monitoring the pulse of this organization and its members. Thank you.	2/12/2020 10:56 AM
45	Keep up the good work. Let's make Alberta great again.	2/12/2020 10:55 AM
46	The election process should be transparent. The election results should be declared publicly with the number of votes received by each candidate, rather than a phone call from the CEO.	2/12/2020 10:55 AM
47	Thanks	2/12/2020 10:33 AM

APPENDIX E – APEGA MEMBERSHIP DEMOGRAPHIC DATA

The presented data reflects the membership as of February 2020. The following pages include a combination of summary data tables and graphical representations.

Gender

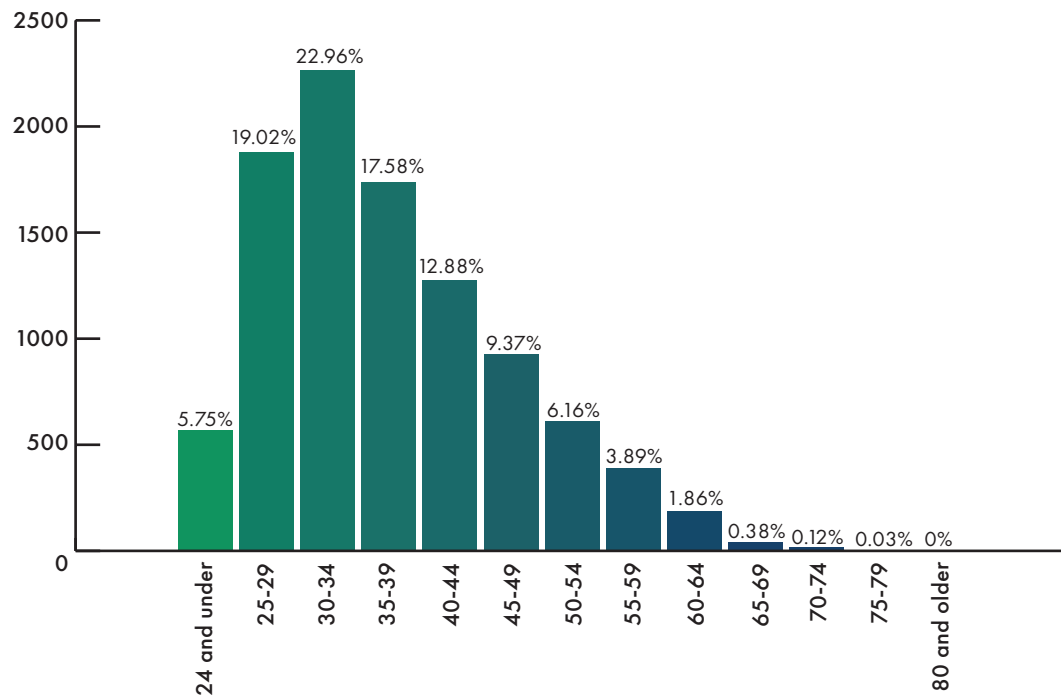


GENDER (TOTAL 54539)

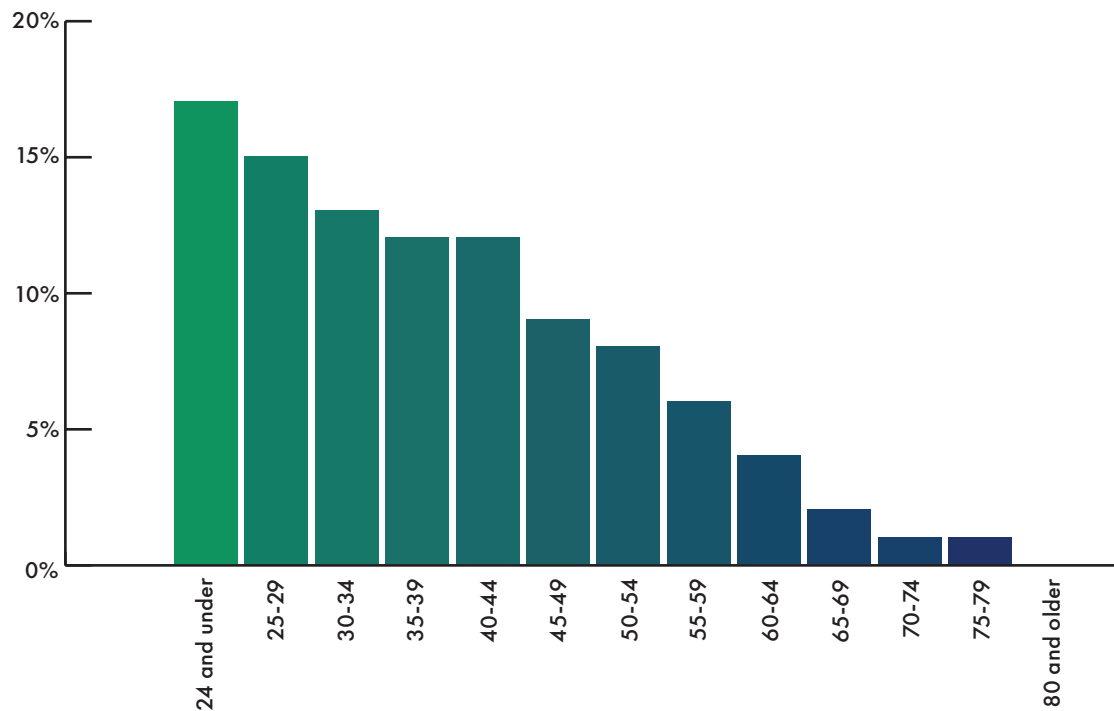
Male	44673	81.91%
Female	9842	18.05%
Did Not Disclose	24	0.04%

FEMALE BY AGE		TOTAL FEMALES	TOTAL AGE GROUP
24 and under	566	5.75%	28.86%
25-29	1872	19.02%	25.62%
30-34	2260	22.96%	22.04%
35-39	1730	17.58%	20.20%
40-44	1268	12.88%	19.75%
45-49	922	9.37%	15.23%
50-54	606	6.16%	12.49%
55-59	383	3.89%	9.59%
60-64	183	1.86%	6.54%
65-69	37	0.38%	2.65%
70-74	12	0.12%	1.99%
75-79	3	0.03%	1.36%
80 and older	0	0.00%	0.00%
65 and older		0.53%	

Age Demographic of Female Members



% Female by Age Demographic

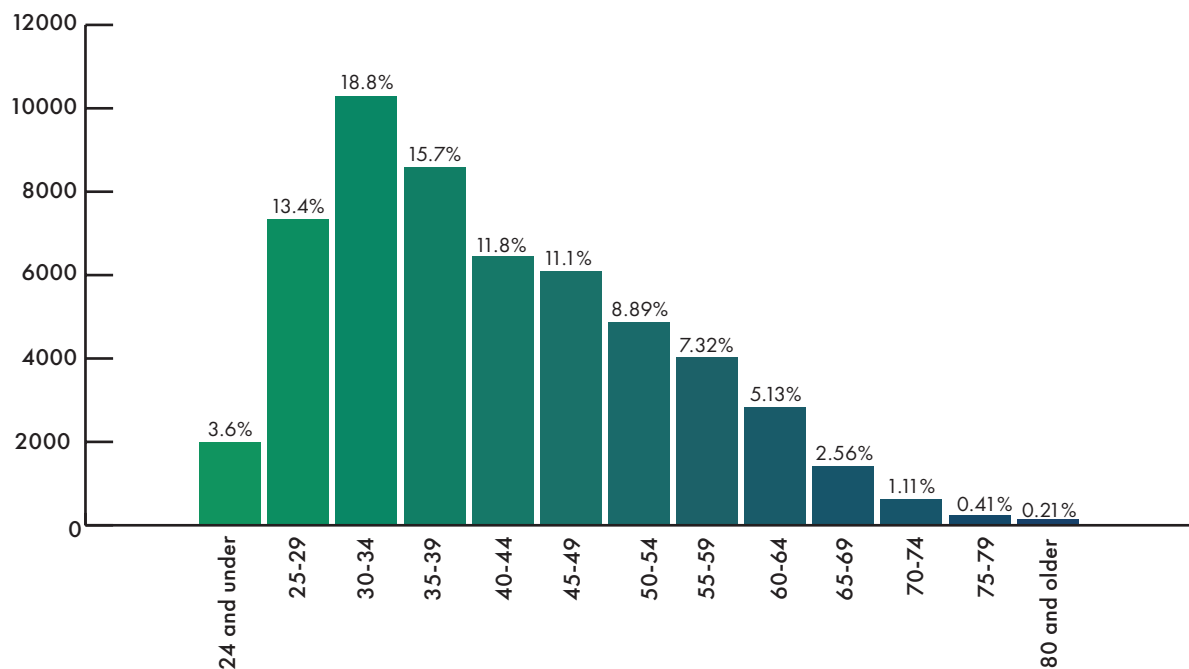


Age and Designation

AGE		
24 and under	1961	3.60%
25-29	7306	13.40%
30-34	10253	18.80%
35-39	8565	15.70%
40-44	6420	11.77%
45-49	6053	11.10%
50-54	4850	8.89%
55-59	3993	7.32%
60-64	2800	5.13%
65-69	1398	2.56%
70-74	604	1.11%
75-79	221	0.41%
80 and older	115	0.21%

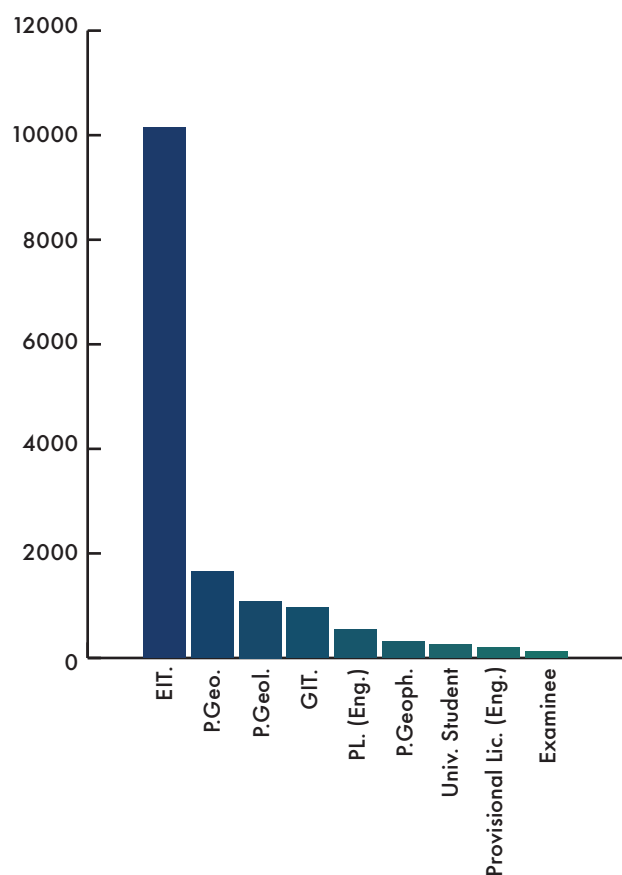
MEMBERSHIP TYPE		
Professional Member	39724	72.84%
Member in Training	11131	20.41%
Life Member	1615	2.96%
Licensee	878	1.61%
Professional Licensee	560	1.03%
Student	288	0.53%
Provisional Licensee	219	0.40%
Exam Candidate	120	0.22%
Staff	4	0.01%

Age



Designation

71.65%
of APEGA Members (39077)
have a **P.Eng Designation**



*Graph excludes any designations below 100 members

DESIGNATION

P.Eng.	39077	71.65%
EIT.	10152	18.61%
P.Geo.	1663	3.05%
P.Geol.	1092	2.00%
GIT.	961	1.76%
PL. (Eng.)	550	1.01%
P.Geoph.	310	0.57%
Univ. Student	253	0.46%
Provisional Lic. (Eng.)	207	0.38%
Examinee	120	0.22%
Student	35	0.06%
P.Eng./P.Geol.	32	0.06%
P.Eng./P.Geo.	20	0.04%
Provisional Lic. (Geo.)	12	0.02%
GeolIT.	10	0.02%
P.Geol./P.Geoph.	9	0.02%
PL. (Geo.)	9	0.02%
P.Eng./Geoph.	6	0.01%
EIT./GIT.	5	0.01%
None	4	0.01%
P.Geo./EIT.	4	0.01%
GeophIT.	3	0.01%
P.Eng./P.Geol./P.Geoph.	2	0.00%
P.Eng./GIT.	2	0.00%
PL.(Eng.)/EIT.	1	0.00%
Other	1044	

Birth Country

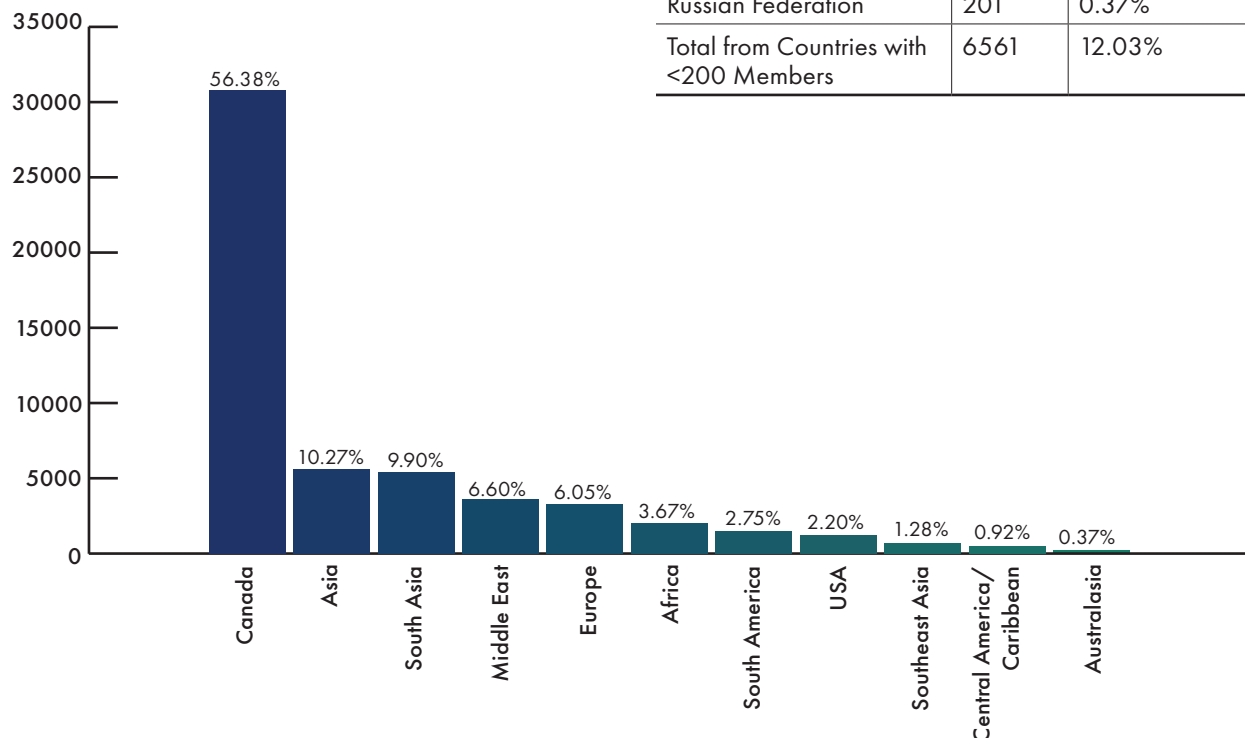
BIRTH COUNTRY BY REGION

Canada	30750	56.38%
Europe	3300	6.05%
South Asia (India, etc.)	5400	9.90%
Southeast Asia (Vietnam, etc.)	700	1.28%
South America	1500	2.75%
Central America/Caribbean	500	0.92%
USA	1200	2.20%
Australasia (Australia, NZ)	200	0.37%
Africa	2000	3.67%
Middle East	3600	6.60%
Asia (China, etc.)	5600	10.27%

BIRTH COUNTRY

Canada	30750	56.38%
China	3479	6.38%
India	3074	5.64%
Iran, Islamic Republic of	1764	3.23%
Pakistan	1417	2.60%
USA	1161	2.13%
Nigeria	905	1.66%
Hong Kong	756	1.39%
Philippines	670	1.23%
Bangladesh	593	1.09%
Venezuela	589	1.08%
Columbia	542	0.99%
Egypt	526	0.96%
England	413	0.76%
Romania	391	0.72%
Poland	282	0.52%
Vietnam	241	0.44%
United Kingdom	224	0.41%
Russian Federation	201	0.37%
Total from Countries with <200 Members	6561	12.03%

Birth Country by Region



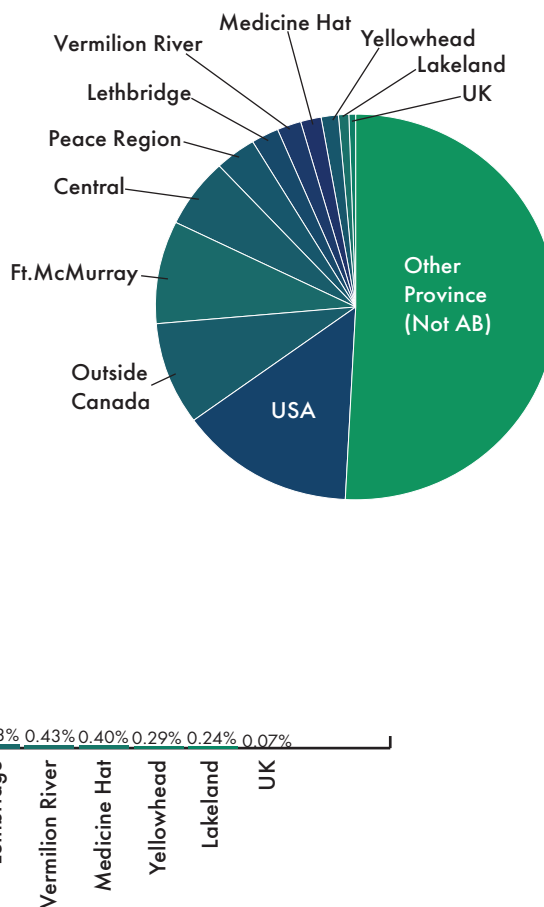
Branch, Aboriginal Status, and Company Size

LOCATION (BRANCH)		
Calgary	29106	53.37%
Edmonton	12793	23.46%
Other Province (not AB)	6431	11.79%
USA	1800	3.30%
Outside Canada, US, UK	1088	1.99%
Ft. McMurray	1085	1.99%
Central (Red Deer)	731	1.34%
Peace Region	439	0.80%
Lethbridge	287	0.53%
Vermilion River	236	0.43%
Medicine Hat	218	0.40%
Yellowhead	159	0.29%
Lakeland	130	0.24%
UK	36	0.07%

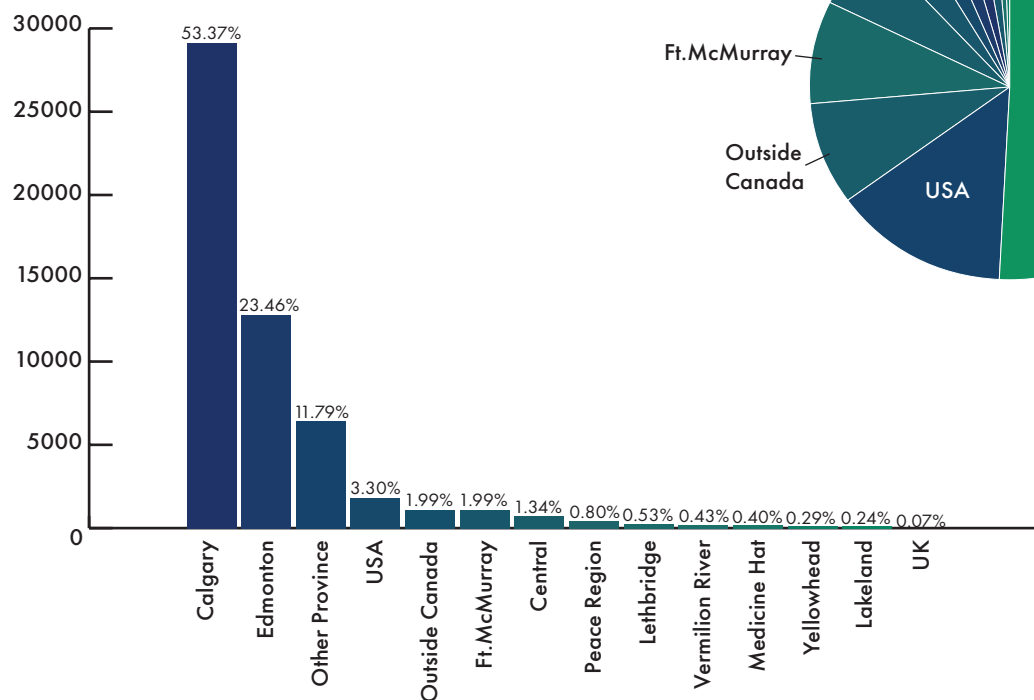
ABORIGINAL STATUS		
Yes	397	0.73%
No	54142	99.27%

COMPANY SIZE		
Large	17362	31.83%
Small	4783	8.77%
Sole Practitioner	1801	3.30%
No Identified	30593	56.09%

Preferred Branch (Without Edmonton and Calgary)



Preferred Branch



APPENDIX F – APEGA BYLAWS PART 2

To see the full APEGA bylaws visit apega.ca/docs/default-source/pdfs/bylaws.pdf?sfvrsn=87e8bf2f_2

Part 2 Election of Council

Nominating Committee

2 A nominating committee shall be appointed at the annual meeting to serve for the ensuing year. The Committee shall consist of a minimum of eleven (11) professional members of the Association, one (1) of whom shall be the Past President or the designate of the Past President, who shall be the chair, and at least two (2) of whom shall be current members of Council. Council shall fill any vacancies which may occur in the Nominating Committee.

Nominees

3(1) The Nominating Committee, in selecting nominees, shall give due consideration to the composition of the Council as required by the Act, Regulations and Bylaws

(2) Write-in nominations for any office, except the President, shall be made in writing. Any such nominations shall be accompanied by the name, professional designation, member number and signature of any 25 professional members in good standing. Such nominations shall reach the Nominating Committee not later than 180 days prior to the annual meeting and shall be accompanied by the written consent of the nominee or nominees to act if elected.

(3) The Nominating Committee shall submit for information to Council a list of nominees for Council, which shall include the President-Elect as the sole nominee for President, three nominees for Vice-President, and at least three more nominees for Councillors than there are vacancies to be filled on Council.

(4) Nominees for President or Vice-President shall have served on the Council.

(5) The written consent of the nominees to act if elected shall be secured and shall accompany the list of nominees

Eligibility for Nomination

(6) In order to be eligible for nomination and election, a nominee:

- a) must be a member of the Association in good standing;
- b) must not, at the time of the selection of nominees by the Nominating Committee, be the subject of a complaint of unprofessional conduct or unskilled practice which has been referred to a Discipline Committee for a formal hearing;
- c) must not have admitted to, or have been found to have engaged in, unprofessional conduct or unskilled practice for a five-year period immediately prior to his or her nomination;
- d) must not have admitted to, or have been found guilty of, an offence under the Criminal Code of Canada or the Controlled Drugs and Substances Act for a five-year period immediately prior to his or

her nomination;

- e) must not be, and must have not been for a three-year period immediately prior to his or her nomination, an employee of the Association;
- f) must not occupy a position with the Government of Alberta where the nominee has direct influence on the Engineering and Geoscience Professions Act;
- g) must be nominated in accordance with the provisions of these Bylaws.

Nominees Selection 4 repealed 2015

Additional Nominees 5 repealed 2015

Conduct of elections

6(1) Elections shall be conducted electronically or by letter ballot.

(2) The names of all persons nominated for office shall be placed on the ballot form in groups relating to each office. The number, professional classification and term of Councillors to be elected shall be made clear on the ballot form. A list of all candidates shall be made available to all eligible voting members prior to polls opening.

(3) Each eligible voting member is entitled to one vote for one candidate for vice-president, and to vote for as many candidates as there are vacancies to be filled for Council, or for a lesser number.

(4) The polls shall remain open for a minimum of 30 days and no ballots received after close of polls shall be considered.

(5) Dates for the opening and closing of polls shall be advertised no later than 30 days prior to polls opening.

Electronic Voting

6.1 Notwithstanding Section 6, a member may vote electronically as prescribed by such terms and conditions established by Council from time to time and such vote shall be received and treated by the Association as having the same force and effect as if sent by letter ballot pursuant to Bylaw 6.

Ballot counting committee

7(1) Prior to the polls closing the Chief Executive Officer shall appoint six professional members including a chair to act as a ballot counting committee.

(2) This committee shall receive the package containing the ballots at a time and place designated by the Chief Executive Officer.

(3) The envelope containing the ballots shall be opened by a member or members of the ballot counting committee who shall scrutinize and count the votes cast and keep a record thereof.

Counting of ballots

8(1) Of the candidates for the offices of vice-presidents, the one receiving the highest number of votes shall be elected first vice-president and the one receiving the second highest number of votes shall be elected second vice-president.

(2) The candidate elected as first vice-president shall be deemed to be the president-elect and shall be the sole nominee for the president in the succeeding year.

(3) The requisite number of persons who receive the highest number of votes for the office of Councillor shall be elected as Councillors for a term of 3 years. If there are any vacancies in Council to be filled the person or

persons receiving the next highest number of votes for the office of Councillor shall be elected as Councillors for the balance of the unexpired term or terms to be filled, and as among them, the person or persons receiving the highest number of votes shall fill any vacancy or vacancies which have the longer unexpired term or terms.

(4) On completion of the counting of the ballots, the chairman of the ballot counting committee shall deliver to the president or the Chief Executive Officer the results of the poll, together with the ballots and tally sheets in a separate sealed package.

Results of election

9(1) Prior to the annual meeting, the president or the Chief Executive Officer shall inform the candidates in the election of the results of the balloting including the number of votes cast for each candidate.

(2) The results of the election shall be announced at the annual meeting by the chairman of the meeting.

(3) In case of equality of votes for any officer or Councillor, the president or, in the absence of the president, the chairman of the nominating committee shall cast the deciding vote.

Objection and recount

10(1) Any objection to the poll as announced will be valid only if made immediately after the announcement and a proper motion for a recount will then be in order. If such a motion is made and carried the chairman shall appoint a ballot counting committee of not less than 12 professional members who shall forthwith recount all ballots. Candidates may be present or represented at such recount.

(2) On completion of the recount the results shall be communicated in writing to the chairman who shall announce it to the annual meeting immediately. Such recount shall be final and binding.

(3) Following the announcement of the poll or of the recount, as the case may be, the ballots and any tally sheets shall be destroyed.

Failure to comply with procedures

11 In the event of any failure to comply with procedures relating to the election of members of Council, Council shall have the power to take any action it deems necessary to validate the nomination, the counting of the ballots or the election

A legislation and governance review conducted for Engineers and Geoscientists British Columbia

June 2018

Council elections

- 3.35 The Act requires annual elections for the President, Vice-President and councillors. Half of the elected councillors are elected each year. Councillors serve two-year terms. The Act does not say whether councillors may be re-elected or reappointed; in practice, EGBC allows this.
- 3.36 Under the Act, the President and Vice-President(s) change every year, although the outgoing President has a further year on Council in the capacity of immediate past President. Up to seven elected councillors may change

²⁵ Professional Standards Authority (2011), *Board size and effectiveness: advice to the Department of Health regarding health professional regulators*. Available at: www.professionalstandards.org.uk/docs/default-source/publications/advice-to-ministers/board-size-and-effectiveness-2011.pdf?sfvrsn=d1c77f20_12 [Accessed May 2018].

²⁶ See also our recommendation at paragraph 3.59 below.

each year.²⁷ Six councillors were elected in the 2017/18 election, none of whom had served on Council before, although several had taken part in other committees and initiatives.

- 3.37 It will be seen that EGBC has little control over the composition of its Council. Moreover, as councillors are elected individually, there is little opportunity to ensure an appropriate mix of skills. This is particularly important given the variety of roles councillors fulfil. We acknowledge that the relatively large size of Council may mitigate to some extent the risk that it will lack necessary skills and experience. This, however, is not guaranteed.
- 3.38 EGBC has some measures in place to assure the quality of candidates for Council posts. Its bylaws provide for a Nominating Committee, chaired by the immediate past President, to put forward suitable candidates for election. Only members or licensees with experience of serving on council are eligible to be nominated for the roles of President or Vice-President by the Nominating Committee.²⁸ Staff told us that a key part of the Nominating Committee members' role is to use their professional networks to identify and reach out to potential candidates. The staff and councillors we spoke to have confidence in the Nominating Committee's ability to identify suitable candidates for these roles.
- 3.39 However, the bylaws also allow candidates to be nominated for President, Vice-President or councillor by 25 of their fellow members or licensees. There is no experience requirement for a candidate nominated in this way. Some recent elections have included candidates for President and Vice-President who had limited relevant experience, such as candidates with no prior experience of serving on EGBC's Council or committees. There is a risk of significant disruption to the organisation's effectiveness if a candidate lacking relevant experience were to be elected President or Vice-President.
- 3.40 The annual election cycle can be challenging for a number of other reasons:
- New councillors need time to settle into the role. Councillors told us it can take two or three Council meetings for a councillor to feel able to play a full part; a frequent changeover of councillors is therefore inefficient
 - Councillors may be elected on the basis of a protest vote or in relation to a single issue. This can be disruptive, as a councillor focusing on a single issue is less able to contribute to Council's overall public protection and fiduciary responsibilities and corporate governance
 - There is uncertainty for staff and councillors about who will be on Council pending the election results.
- 3.41 We also noted that being subject to election by members could unduly influence councillors' behaviour and decision-making. A councillor who was seeking re-election might be less inclined to support measures that were likely to be unpopular with members, even if these were necessary for public

²⁷ Five councillor posts will be up for election under the terms of the Act. In addition, if a serving councillor is elected President or Vice-President, it will be necessary to fill their seat on Council.

²⁸ Bylaw 3(b) says that to be eligible for nomination by the Nominating Committee, candidates for President must have at least two years' experience of serving on Council; candidates for Vice-President must have at least a year.

protection or for the good stewardship of the organisation. As we noted at paragraph 3.30 above, we saw that councillors' perception of members' views can influence discussions at Council.

- 3.42 If a group of members objected to a Council decision, the Act makes it easy for them to put forward one or more candidates for election on a protest vote, which has the potential to disrupt Council's performance. Similarly, the Act says that Council must call a general meeting of the association on the written request of 25 members. Twenty-five members or licensees is less than one tenth of one per cent of EGBC's current membership. This is an absurdly small number, particularly compared with the two thirds of members voting required to approve a bylaw.
- 3.43 It is reasonable that Council should be accountable to stakeholders, including the public and members and licensees, for its decisions. But the current system of elections contains few safeguards to ensure that Council is able to function effectively. Members' ability to stand for election or force a general meeting with the backing of a small number of their peers is more consistent with a professional representative organisation than a regulator. We recommend that EGBC review the options for achieving a more appropriate balance between ensuring Council's ability to lead the organisation and enabling members' participation. These options might include increasing to a more proportionate threshold the number of members' signatures required for a nomination or to call a general meeting.
- 3.44 Overall, the system of annual elections to Council as mandated by the Act gives rise to a number of potential problems. We also considered whether the annual election cycle might disrupt Council's ability to provide strategic leadership for the organisation. This is particularly relevant because EGBC's strategic planning is based on a three-year cycle. The annual election cycle means that there will be a number of changes of President, Vice-President and councillors within the lifetime of each strategic plan. In our view, that could make it more difficult for Council to maintain continuity or effective ownership of longer term strategy. We acknowledge, however, that EGBC told us that in practice it has not experienced problems of this sort, as the majority of councillors remain unchanged from one year to the next, and there is usually a degree of continuity in the President, past President and Vice-President.
- 3.45 We understand that EGBC has established a Nomination and Elections Review Task Force to review the issues around the election process, including the possibility of increasing councillors' terms to promote continuity. We commend EGBC's review of these matters, and we encourage it to prioritise measures which will assist Council in providing effective strategic leadership for the organisation.

2019 COUNCIL NOMINATIONS AND NEW NOMINATION PROCESS

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Posted on July 8, 2019



Engineers and Geoscientists BC holds a Council election annually. This September, association members will elect one President, one Vice President, and five Councillors. Below you will find more information on the list of nominees standing for election for the 2019/2020 Council as well as important dates in the election process.

NOMINATION PROCESS

The first set of regulations for the new *Professional Governance Act*, which took effect on June 1, 2019, stipulate that all candidates standing for election must be approved by the Nominating Committee, using a merit-based process. Under these new regulations, nominations by 25 members are no longer permitted.

The association anticipated this change and established a new merit-based selection process, which was developed by an advisory group and approved by a council sub-committee. The candidate selection framework includes: a gap analysis (a review of the skills and experience of remaining Councillors); the prioritization of desired skills for prospective nominees, competencies, and experience; diversity considerations; a systematic assessment of candidate skills and competences; and candidate interviews.

To support this process, all prospective nominees were asked to provide: a written summary of their interest to serve on Council; a current CV; details of how their experience related to the desired skills and competencies; responses to supplementary conflict of interest and declaration questions; and three references. Following submission of the required information, all candidates also received a first interview.

Using all of the above information, the Nominating Committee reviewed and assessed all prospective nominees using a rating matrix based on the desired skills and competencies. The committee then shortlisted candidates to advance to a second interview. The second interview was conducted by an interview panel comprised of three members of the Nominating Committee.

ROLE OF THE NOMINATING COMMITTEE

The Nominating Committee is made up of 14 members: the immediate Past-President (Chair), 5 members appointed by Council, and 8 members appointed by the Branches. This committee is charged with selecting a list of candidates that they believe best demonstrate the qualities needed for strong leadership in the association.

This committee sought candidates that have demonstrated skills in leadership, financial literacy, risk management, human resources, strategy, regulatory understanding, governance, and technical proficiency. It is not necessary for each member of Council to have experience in each area; as part of its process, the Nominating Committee conducted a gap analysis to identify the skills and experience of continuing councillors and the complementary skills and experience that would bring value to the next Council.

To fulfil its mandate, the committee sought candidates through a series of Call for Nominations notices sent to the membership, and committee members reached out to potential candidates in regions throughout the province of BC.

Excerpt for nominations and elections