

# **MEMBER INPUT ON APEGA'S SPECIAL COMMITTEE OF COUNCIL ON NOMINATIONS RECOMMENDATIONS**

**MAY 2021**

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# 1. Introduction

In response to a motion passed by members at the 2019 APEGA annual general meeting, Council established a Special Committee of Council on Nominations in June 2019. The mandate of the Special Committee was to review the nomination process for candidates to serve on the APEGA Council and to provide recommendations to improve future processes.

The report by the Special Committee of Council on Nominations was received by Council in June 2020. A subsequent member engagement process on the report's findings and recommendations was conducted by APEGA in spring 2021.

The following report presents members' feedback and questions, first as themes based on feedback received through all sources, the survey, engagement sessions, and email, and then in detail, with every comment and question made by members included in the appendices.

# 2. Executive Summary

In response to a motion passed at the 2019 annual general meeting, APEGA Council established a Special Committee of Council on Nominations in June 2019. The mandate of the Special Committee was to review the current nomination process and provide recommendations to ensure Council nominees for election have the competencies required to fulfil Council's mandate, and to foster diversity of nominees for election.

Council received the report of the Special Committee in June 2020. The report made four recommendations and a number of sub-recommendations.

Beginning on March 15, 2021, APEGA initiated an engagement process to inform licensed professionals about the report and recommendations of the Special Committee and to seek their input. Every APEGA member was invited to inform themselves about the work of the Special Committee and its report and recommendations, to participate in a virtual engagement session, and to complete a survey seeking their level of agreement with the recommendations of the Special Committee. A total of 790 members registered of which 527 people attended a virtual engagement session and 328 completed the online survey.

The following are the overall themes that emerged through all engagement efforts.

- Each of the four recommendations of the Special Committee of Council on Nominations received agreement levels of over 80% and disagreement levels of 4% or less, with two recommendations receiving over 90% agreement.
- Of the 17 proposed actions supporting the four recommendations of the Special Committee, 15 received agreement levels of over 78%, with 10 receiving agreement levels of over 85%
- The proposed action *Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained* received agreement from 44% of respondents, with 31% disagreeing and 25% neither agreeing nor disagreeing. A number of respondents to the survey and participants in the engagement sessions indicated that proficiency in English is a requirement to be licensed by APEGA and is the working language of Council, therefore, there is no need to communicate in multiple languages.
- The proposed action *On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council* received agreement from 70% of respondents, with 21% disagreeing. Several respondents to the survey and participants in the engagement sessions indicated that all qualified candidates should be on the ballot without an indication of preference by the Nominating Committee.

Input and insights from members received through the engagement process will be used as part of Council's consideration of the Special Committee's report and recommendations at its June 2021 meeting. If Council accepts the recommendations of the Special Committee, changes to APEGA bylaws will be required. Any proposed changes to the bylaws would be approved by licensed professionals through an electronic vote anticipated for this November. If approved, bylaw changes would be effective for the 2022 Council nomination process to identify candidates for the 2023 Council election.

The next page offers the survey results at a glance for members' levels of agreement with the Special Committee's recommendations and the proposed actions supporting them.

Recommendation #1	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Move to a simplified transparent nomination approach using a formal structured assessment based on needed skills, knowledge, and attributes.	93%	3%	4%
Proposed Actions for Recommendation #1	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree Nor Disagree
Continue to enable all licensed professionals to submit their nomination to run for Council, whether they are recruited by the Nominating Committee or self-nominated.	93%	2%	5%
On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council.	70%	21%	9%
Develop more comprehensive and rigorous procedures to identify Council's requirements.	84%	5%	11%
Establish clear procedures and roles to ensure APEGA staff do not unintentionally influence decisions, activities, or outcomes of the Nominating Committee.	91%	2%	7%
Modify the way nominees are interviewed to be more transparent, fair, and robust.	86%	3%	11%
Revise the recommendation process to reduce the potential for bias.	87%	3%	10%
Amend the bylaws to provide clear, consistent direction to the Nominating Committee on its role and authority.	88%	2%	10%
Recommendation #2	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Implement an ongoing education and communication strategy to communicate the nomination process to licensed professionals.	89%	1%	10%
Proposed Actions for Recommendation #2	Strongly Agree/ Agree	Disagree	Neither Agree nor Disagree
Expand the communications strategy and plan to be more comprehensive, using a multi-channel approach to increase awareness of the opportunity to serve on Council and to reinforce the importance of Council roles to the professions.	86%	3%	11%
Create new learning opportunities to educate licensed professionals on board governance, including how nominations work.	88%	2%	10%
Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained.	44%	30%	26%
Recommendation #3	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Update the Nominating Committee composition, authority, and process.	78%	2%	20%
Proposed Actions for Recommendation #3	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Consider Council requirements when selecting the Nominating Committee.	81%	4%	15%
Establish criteria and clear procedures for composing the Nominating Committee.	93%	1%	6%

Recommendation #4	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Create a nomination approach that is inviting and easily accessible for licensed professionals and actively works to attract a more diverse pool of qualified nominees for Council, and other volunteer roles, as a means of succession development.	91%	2%	7%
Proposed Actions for Recommendation #4	Strongly Agree/ Agree	Disagree/Strongly Disagree	Neither Agree nor Disagree
Develop a strategy and structured process to expand the recruitment of nominees beyond the networks of the Nominating Committee.	90%	1%	9%
Promote the importance of diversity on Council to stakeholders and licensed professionals, including clarifying and communicating what is meant by diversity, and its value to APEGA.	82%	6%	12%
Establish a program to mentor and support prospective nominees through the nomination process.	84%	4%	12%
Proactively identify key volunteer roles and mentoring opportunities that would help prospective nominees develop the experience and skills they need to serve on Council.	86%	5%	9%
Develop a way to track actively engaged volunteers to identify potential Council nominees.	82%	6%	12%

### 3. Background Information

APEGA has the authority and responsibility to regulate the professions of engineering and geoscience, as granted by the Government of Alberta. A robust Council nomination process is key to ensuring APEGA Council has the competencies and experience necessary to continue to effectively govern APEGA.

In response to a motion passed at the 2019 annual general meeting, APEGA Council established a Special Committee of Council on Nominations in June 2019. The mandate of the Special Committee was to review the current nomination process and provide recommendations based on Council's need to:

- consistently deliver Council nominees for election who have the competencies required to fulfil Council's mandate in accordance with the Engineering and Geoscience Professions Act
- foster diversity in the recruitment of nominees for election

The Special Committee of Council on Nominations comprised four licensed professionals with diverse backgrounds and experience and a consultant from the Canadian Centre for Diversity and Inclusion.

Council received the report and recommendations from the Special Committee of Council on Nominations in June 2020. Subsequently, Council engaged members in April and May 2021 to inform them about the report's key findings and recommendations and to seek their input on those findings and recommendations.

The six key findings of the Special Committee of Council were as follows.

1. APEGA licensed professionals do not fully understand how Council election nominees are identified and recommended
2. The current approach to identify nominees is generally perceived to be unfair and biased toward nominees who know someone within established APEGA networks.

3. The current nomination approach is prone to unconscious bias and may unintentionally disadvantage some nominees based on characteristics unrelated to their qualifications.
4. The current types of engagement by APEGA of licensed professionals do not fully consider the diversity of licensed professionals nor the variety of approaches that may be required to enable their participation.
5. The two most significant barriers to running for Council are the perceived time commitment and a common self-perception by licensed professionals that they don't have enough to offer.
6. Some aspects of diversity, such as gender, are well-represented in the demographic makeup of Council, but other aspects of demographic diversity, such as racialized and Indigenous populations, geographic location, industry, and age, are less well-represented.

The four primary recommendations of the Committee to address the key findings are as follows:

1. Move to a simplified, transparent nomination approach 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 licensed professionals.
3. Update the Nominating Committee composition, authority, and process.
4. Create a nomination approach that is inviting and easily accessible for licensed professionals and actively works to attract a more diverse pool of qualified nominees for Council, and other volunteer roles, as a means of succession development.

Each of the Special Committee's recommendations is supported by a number of specific actions. The full report of the Special Committee can be found on the [APEGA website](#).

## 4. Information/Engagement Process

Beginning on March 15, 2021, APEGA initiated an engagement process to inform licensed professionals about the report and recommendations of the Special Committee of Council on Nominations and to seek their input on same. The engagement process included:

- a dedicated web page on the APEGA website with an overview of the Committee's work, including:
  - fact sheet on the work of the Special Committee and its findings and recommendations
  - full report of the Special Committee
  - videos explaining the background of the Committee and its work, the current nomination process, and the findings and recommendations of the Special Committee
  - frequently asked questions and answers about the Committee, its origin, and activities
- a series of emails were sent to all licensed professionals to invite them to participate in the engagement process
- articles and advertisements were published in the ePEG newsletter about the Special Committee and the engagement process
- a number of social media posts were used to further inform members and encourage participation in the information/engagement process
- a series of nine virtual engagement sessions were conducted between April 6 and May 6, 2021, to provide information and seek input. A total of 792 members registered to attend an engagement session, and 525 attended a session (66%). All comments and questions provided by members during the virtual sessions can be found in Appendix III of this report
- an online survey was posted on the APEGA website from April 5 to May 7, 2021, seeking input on the Special Committee's recommendations and on the engagement process itself. A total of 328 people completed the survey,

resulting in a confidence level of 95%, with a margin of error of plus/minus 6%. All comments and questions provided by members in the survey can be found in Appendix II of this report

- an email link to APEGA was provided for additional comments and questions from members. A total of seven individuals provided input through this link

## 5. Overall Themes From Member Engagement

The following are the overall themes that emerged through all engagement efforts—virtual engagement sessions, the online survey, and direct responses to APEGA. More detailed survey results are found later in this report, and all comments and questions received can be found in Appendices II and III of this report.

- Each of the four recommendations of the Special Committee of Council on Nominations received an agreement level of over 78% and a disagreement level of 4% or less, with two recommendations receiving over 90% agreement.
- Of the 17 proposed actions supporting the four recommendations of the Special Committee, 15 received agreement levels of over 78%, with 10 receiving agreement levels of over 85%.
- The proposed action *Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained* received agreement from 44% of respondents, with 31% disagreeing and 26% neither agreeing nor disagreeing. A number of respondents to the survey and participants in the engagement sessions indicated that proficiency in English is a requirement to be licensed by APEGA and is the working language of Council, therefore, there is no need to communicate in multiple languages.
- The proposed action *On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council* received agreement from 70% of respondents, with 21% disagreeing. A number of respondents to the survey and participants in the engagement sessions indicated that all qualified candidates should be on the ballot without an indication of preference by the Nominating Committee.
- APEGA volunteers more strongly agreed with each of the four recommendations of the Special Committee. Volunteers also indicated stronger disagreement with providing some key messages in multiple languages and including on the ballot only those who have been assessed by the Nominating Committee to have the necessary skills, competencies, and knowledge to serve on Council.
- A number of questions about the Special Committee's recommendations were raised during the engagement sessions and in the survey comments. The most frequently raised questions pertained to:
  - a lack of clarity as to what diversity actually means when applied to the APEGA Council nomination process, and how such diversity would be achieved. Numerous survey respondents and engagement session participants also stressed that professional qualifications and competencies, not personal attributes, should be the priority criteria/requirements for nominees for Council
  - what core competencies are required by Council and how those competencies are determined
  - how the competency of Nominating Committee members is determined and assessed, and how conflicts of interest and bias by Nominating Committee members can be identified and addressed
- There were 99% of survey respondents who felt the virtual engagement sessions were effective (83%) or somewhat effective (16%) in explaining the key findings and recommendations of the Special Committee. Less than 1% found the engagement sessions ineffective. Up to 93% of survey respondents found the engagement sessions effective (66%) or somewhat effective (27%) for answering questions. Numerous survey respondents and engagement session participants commented on the effectiveness and value of the sessions.
- Communications vehicles used to communicate the work of the Special Committee received combined effective and somewhat effective ratings of between 74% and 92%, with the most effective vehicles identified as the videos (92%) and the fact sheet (88%).

## 5. Online Survey Results

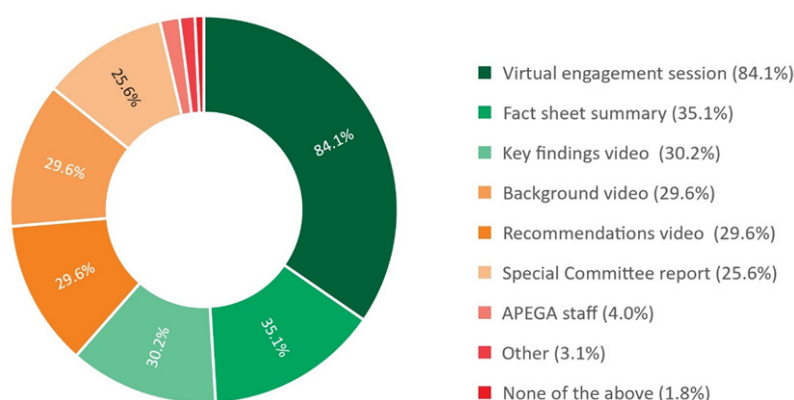
The following survey results were captured between April 5 and May 7, 2021, from 328 respondents, resulting in a confidence level of 95%, with a margin of error of plus/minus 6%. Please note that all percentages have been rounded and may not always add up to 100%.

Results were consistent between respondent groups. The few instances where there are variations in ratings between respondent groups have been noted. Full verbatim comments can be found in Appendix II of this report. To review the survey questions, see the full survey in Appendix I.

### Q1: Sources of Information on the Special Committee's Report

Survey participants were asked to indicate the ways in which they had informed themselves about the Special Committee's report and recommendations. More than one response could be provided.

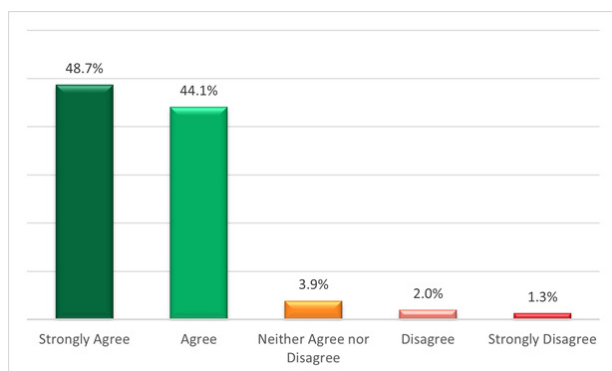
Up to 84% of survey respondents attended a virtual engagement session, about 30% reviewed the videos online, and 35% reviewed the fact sheet. There were 2% of respondents who did not refer to any of the materials provided that outline the work of the Special Committee, and their responses were consistent with those who did.



### Q2: Agreement with Recommendation #1 of the Special Committee

Survey respondents were asked to indicate their level of agreement with recommendation #1 of the Special Committee.

Recommendation #1: Move to a simplified, transparent nomination approach using a formal, structured assessment based on needed skills, knowledge, and attributes.



93% of respondents agreed with recommendation #1 and 3% disagreed. 4% neither agreed nor disagreed.



### Q3: Agreement with Proposed Actions Under Recommendation #1

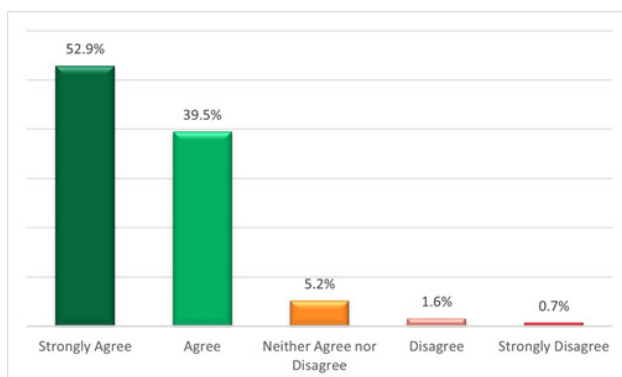
Respondents were asked to indicate their level of agreement with each of the actions proposed by the Special Committee to support recommendation #1.

Six of the seven proposed actions received an 84% or higher level of agreement and a 5% or less level of disagreement. Two of the proposed actions received over 90% agreement and 2% disagreement.

There were 70% of survey respondents who agreed and 21% disagreed with the proposed action *On the final list of nominees for election only include those who have been assessed by the Nomination Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council.* APEGA volunteers indicated stronger disagreement with this proposed action than did licensed professionals overall.

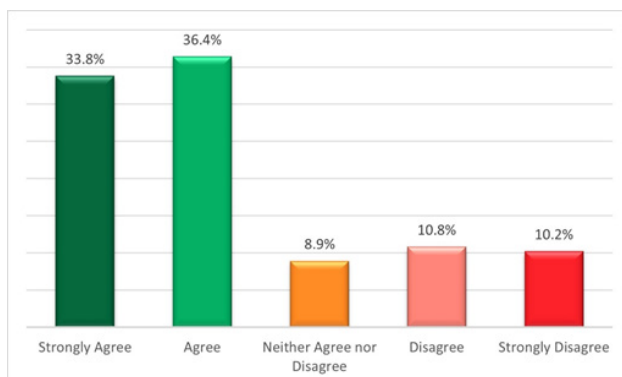
Results for each proposed action is as follows.

**Proposed Action:** Continue to enable all licensed professionals to submit their nomination to run for Council, whether they are recruited by the Nominating Committee or self-nominated.



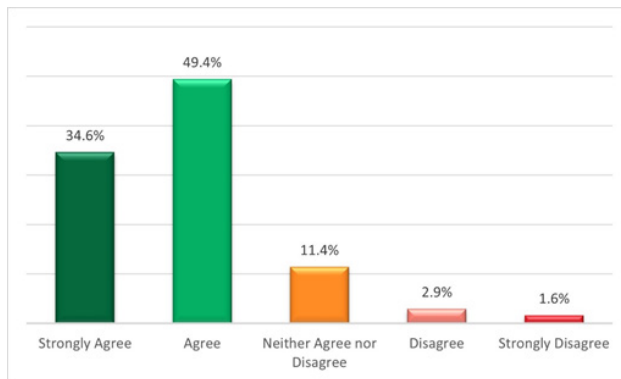
93% of respondents agreed with this proposed action and 2% disagreed. 5% neither agreed nor disagreed.

**Proposed Action:** On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the skills, competencies, knowledge, and attributes to serve on Council.



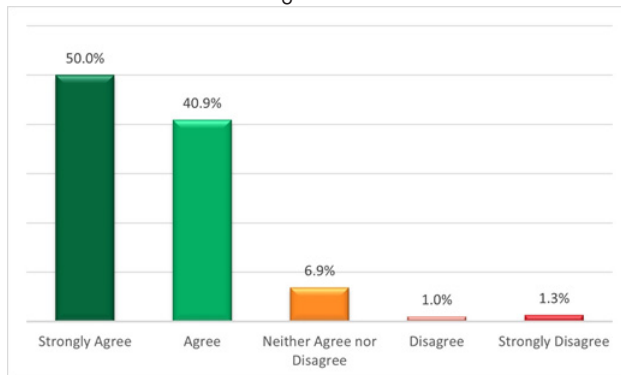
70% of respondents agreed with this proposed action and 21% disagreed. 9% neither agreed nor disagreed.

**Proposed Action:** Develop more comprehensive and rigorous procedures to identify Council's requirements.



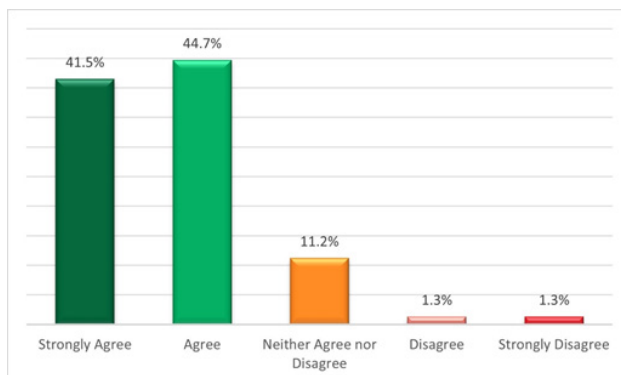
84% of respondents agreed with this proposed action and 5% disagreed. 11% neither agreed nor disagreed.

**Proposed Action:** Establish clear procedures and roles to ensure APEGA staff do not unintentionally influence the decisions, activities, or outcomes of the Nominating Committee.



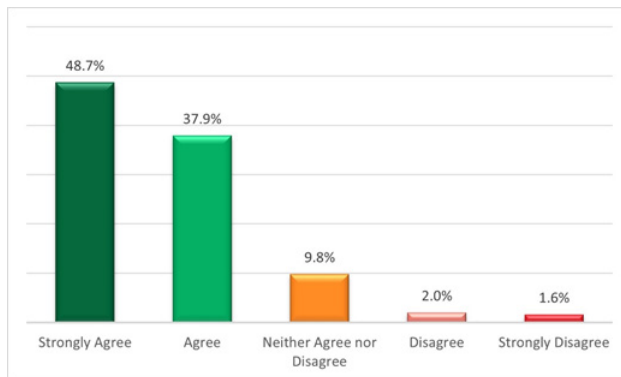
91% per cent of respondents agreed with this proposed action and 2% disagreed. 7% neither agreed nor disagreed.

**Proposed Action:** Modify the way nominees are interviewed to be more transparent, fair, and robust.



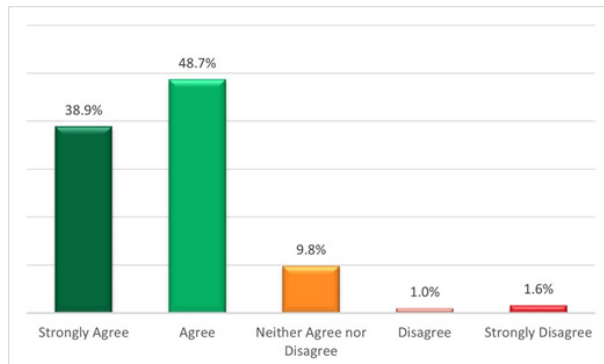
86% of respondents agreed with this proposed action and 3% disagreed. 11% neither agreed nor disagreed.

**Proposed Action:** Revise the recommendation process to reduce the potential for bias.



87% of respondents agreed with this proposed action and 3% disagreed. 10% neither agreed nor disagreed.

**Proposed Action:** Amend the bylaws to provide clear, consistent direction to the Nominating Committee on its role and authority.



88% of respondents agreed with this proposed action and 2% disagreed. 10% neither agreed nor disagreed.

#### Q4: Comments/Questions Regarding Recommendation #1

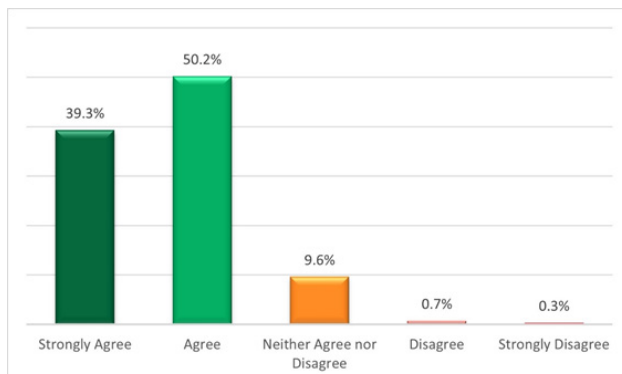
Respondents were then asked to provide any additional comments or questions they had about recommendation #1 and the proposed actions supporting it. The most commonly mentioned comments/questions are listed below, with a full listing of comments/questions available in Appendix II of the report.

- The Nominating Committee should not be recommending specific nominees or excluding any nominees from the ballot.
- The meaning of diversity on Council is unclear. What is diversity and how does it impact Council's ability to do a good job?
- APEGA needs to ensure that the nomination process and the selection of the Nominating Committee are fully transparent to members.
- The criteria/requirements for nominees should focus on professional qualifications and not personal attributes.
- The required skills, qualifications, and attributes for Council should be published and easily accessible to all members, especially prior to a Council election cycle.

#### Q5: Agreement with Recommendation #2 of the Special Committee

Survey respondents were asked to indicate their level of agreement with recommendation #2 of the Special Committee.

Recommendation #2: Implement an ongoing education and communication strategy to communicate the nomination process to licensed professionals.



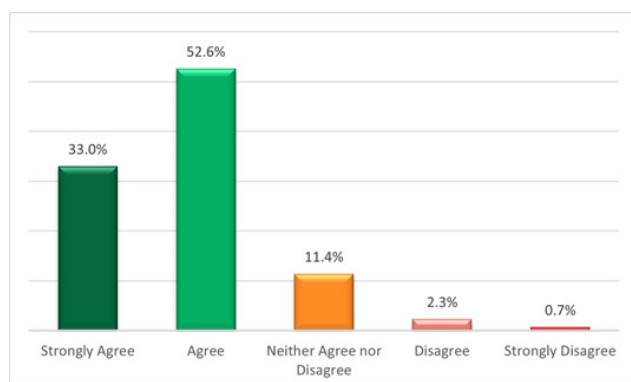
89% of respondents agreed with recommendation #2 and 1% disagreed. 10% neither agreed nor disagreed.

#### Q6: Agreement with Proposed Actions Under Recommendation #2

Respondents were asked to indicate their level of agreement with each of the actions proposed by the Special Committee to support recommendation #2. Two of the three proposed actions received levels of agreement of over 85% and levels of disagreement of about 3%.

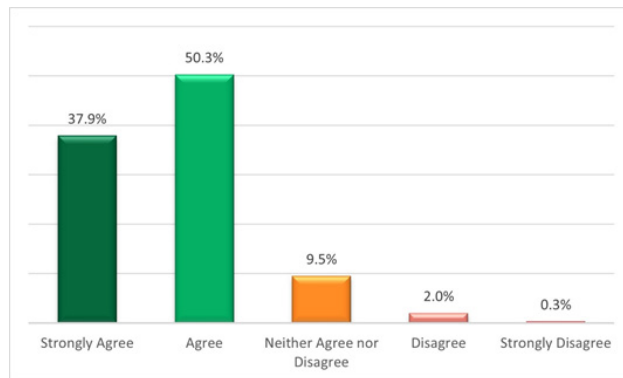
There were 44% of respondents who agreed and 31% who disagreed with the proposed action *Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained*. Up to 26% of respondents neither agreed nor disagreed with this proposed action. APEGA volunteers indicated stronger disagreement with this proposed action than did licensed professionals overall.

**Proposed Action:** Expand the communications strategy and plan to be more comprehensive, using a multi-channel approach to increase awareness of the opportunity to serve on Council and to reinforce the importance of Council roles to the profession.



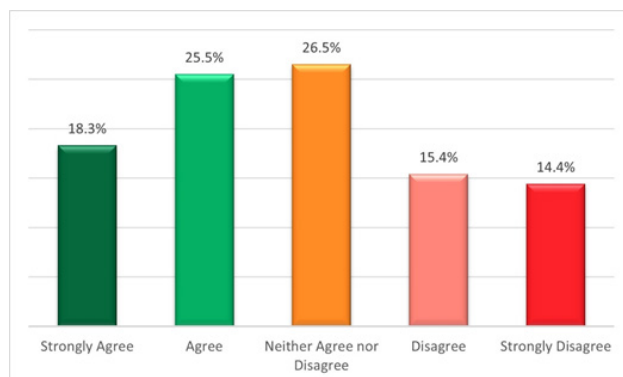
86% of respondents agreed with this proposed action and 3% disagreed. 11% neither agreed nor disagreed.

**Proposed Action:** Create new learning opportunities to educate licensed professionals on board governance, including how nominations work.



88% of respondents agreed with this proposed action and 2% disagreed. 10% neither agreed nor disagreed.

**Proposed Action:** Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained.



44% of respondents agreed with this proposed action and 30% disagreed. 26% neither agreed nor disagreed.

#### Q7: Comments/Questions Regarding Recommendation #2

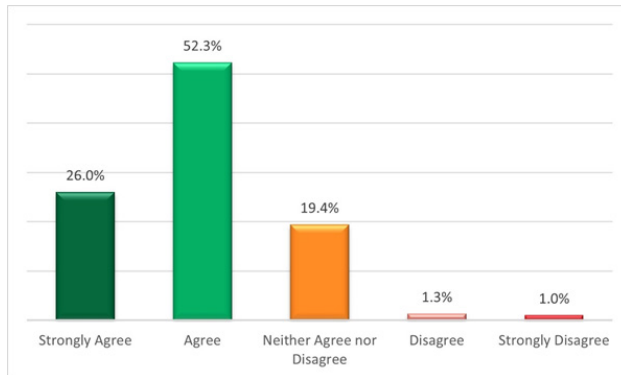
Respondents were then asked to provide any additional comments or questions they had about recommendation #2 and the proposed actions supporting it. The most commonly mentioned comments/questions are listed below, with a full listing of comments/questions available in Appendix II of the report.

- Proficiency in English is a requirement to be licensed by APEGA and it is the working language of APEGA Council, therefore, there is no need to communicate nomination information in multiple languages.
- Competency must always be the most important consideration in the selection of Council members.

#### Q8: Agreement with Recommendation #3 of the Special Committee

Survey respondents were asked to indicate their level of agreement with recommendation #3 of the Special Committee.

Recommendation #3: Update the Nominating Committee composition, authority, and process.

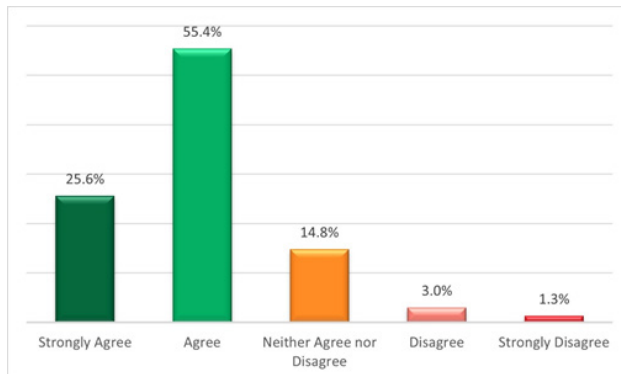


78% of respondents agreed with recommendation #3 and 2% disagreed. 20% neither agreed nor disagreed.

#### Q9: Agreement with Proposed Actions Under Recommendation #3

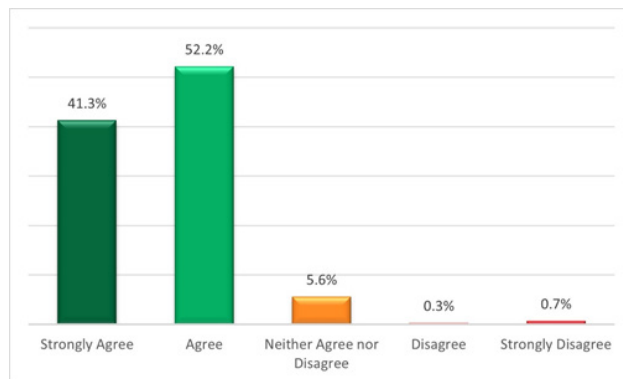
Respondents were asked to indicate their level of agreement with each of the actions proposed by the Special Committee to support recommendation #3.

**Proposed Action:** Consider Council requirements when selecting the Nominating Committee.



81% of respondents agreed with this proposed action and 4% disagreed. 15% neither agreed nor disagreed.

**Proposed Action:** Establish criteria and clear procedures for composing the Nominating Committee.



93% of respondents agreed with this proposed action and 1% disagreed. 6% neither agreed nor disagreed.

#### Q10: Comments/Questions Regarding Recommendation #3

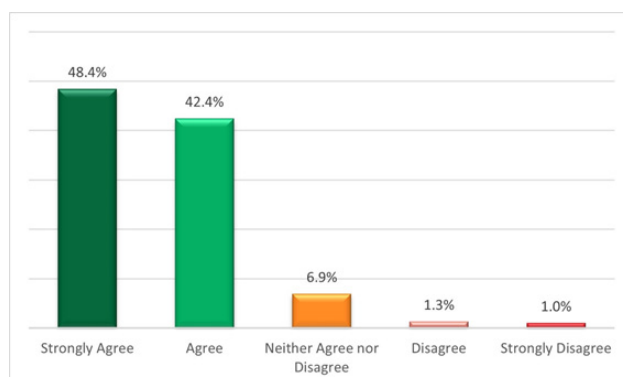
Respondents were then asked to provide any additional comments or questions they had about recommendation #3 and the proposed actions supporting it. The most commonly mentioned comments/questions are listed below, with a full listing of comments/questions available in Appendix II of the report.

- Clear and concise Council requirements need to be used as part of the nomination process, and these criteria need to be published and accessible to all APEGA members.
- The recommendations of the Special Committee of Council on Nominations did not address the issue of bias by Nominating Committee members.

#### Q11: Agreement with Recommendation #4 of the Special Committee

Survey respondents were asked to indicate their level of agreement with recommendation #4 of the Special Committee.

**Recommendation #4:** Create a nomination approach that is inviting and easily accessible for licensed professionals and actively works to attract a more diverse pool of qualified nominees for Council, and other volunteer roles, as a means of succession development.



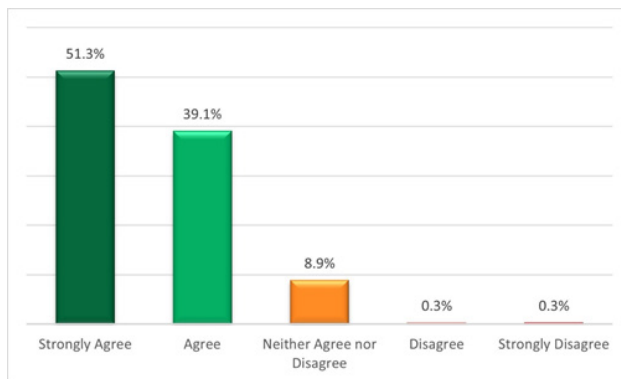
91% of respondents agreed with recommendation #4 and 2% disagreed. 7% neither agreed nor disagreed.

#### Q12: Agreement with Proposed Actions Under Recommendation #4

Respondents were asked to indicate their level of agreement with each of the actions proposed by the Special Committee to support recommendation #4.

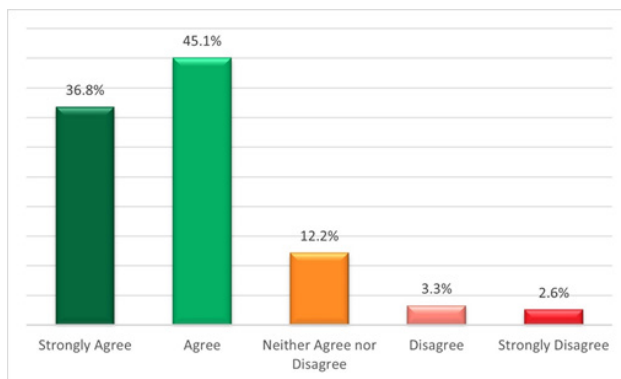
All five proposed actions supporting recommendation #4 received an 81% or higher level of agreement and a 10% or less level of disagreement, with the proposed action *Develop a strategy and structured process to expand the recruitment of nominees beyond the networks of the Nominating Committee* receiving a 90% level of agreement and a 1% level of disagreement.

**Proposed Action:** Develop a strategy and structured process to expand the recruitment of nominees beyond the networks of the Nominating Committee.



90% of respondents agreed with this proposed action and 1% disagreed. 9% neither agreed nor disagreed.

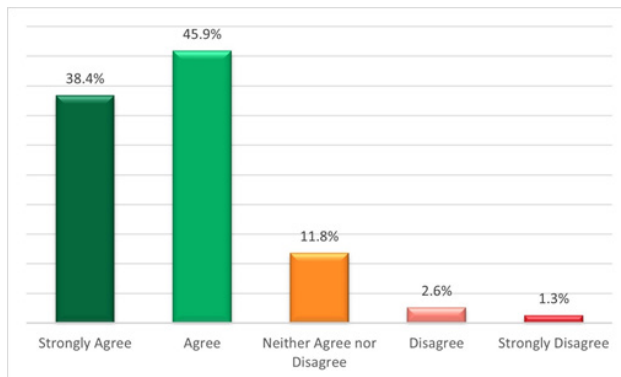
**Proposed Action:** Promote the importance of diversity on Council to stakeholders and licensed professionals, including clarifying and communicating what is meant by diversity, and its value to APEGA.



82% of respondents agreed with this proposed action and 6% disagreed. 12% neither agreed nor disagreed.

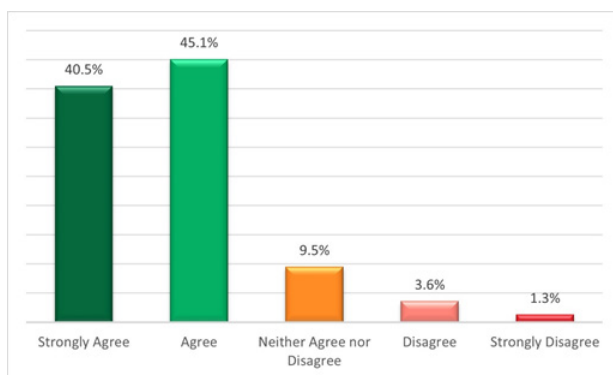


**Proposed Action:** Establish a program to mentor and support prospective nominees through the nomination process.



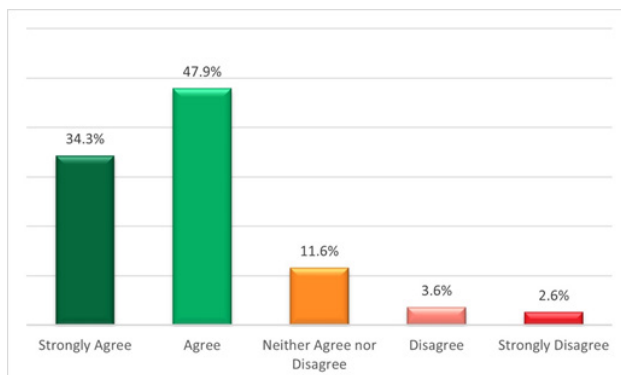
84% of respondents agreed with this proposed action and 4% disagreed. 12% neither agreed nor disagreed.

**Proposed Action:** Proactively identify key volunteer roles and mentoring opportunities that would help prospective nominees develop the experience and skills they need to serve on Council.



86% of respondents agreed with this proposed action and 5% disagreed. 9% neither agreed nor disagreed.

**Proposed Action:** Develop a way to track actively engaged volunteers to identify potential Council nominees.



82% of respondents agreed with this proposed action and 6% disagreed. 12% neither agreed nor disagreed.

### Q13: Comments/Questions Regarding Recommendation #4

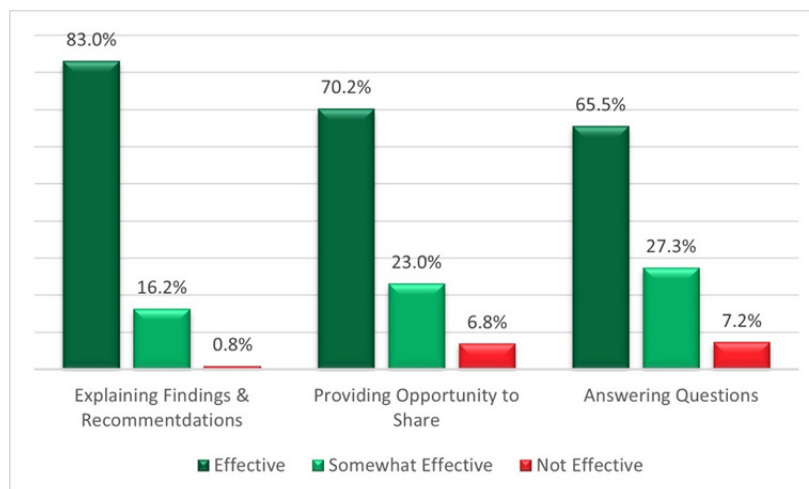
Respondents were then asked to provide any additional comments or questions they had about recommendation #4 and the proposed actions supporting it. The most commonly mentioned comments/questions are listed below, with a full listing of comments/questions available in Appendix II of the report.

- APEGA needs to continue and expand promotion of engagement and participation of a wide range of APEGA members in volunteer activities and the Council nomination and election processes.
- APEGA needs to clearly define what diversity means for the organization and for Council and how it will be achieved.
- Volunteer opportunities for members need to be better communicated and promoted.

### Q14: Effectiveness of Virtual Engagement Sessions

Respondents who participated in a virtual engagement session about the Special Committee's report and recommendations were asked to rate the effectiveness of the session in terms of explaining the Special Committee's key findings and recommendations, providing an opportunity to share their perspectives, and answering members' questions.

There were 83% of survey participants who indicated the engagement sessions were effective in explaining the findings and recommendations of the Special Committee, and 1% did not feel they were effective. Up to 70% indicated the sessions were effective in providing members the opportunity to share their perspectives and ask questions, and 7% did not feel they were effective.



### Q15: Comments/Suggestions Regarding Engagement Sessions

Survey respondents were asked to provide any comments or suggestions they had about the virtual engagement sessions. The most commonly mentioned comments/suggestions are listed below, with a full listing of comments/suggestions available in Appendix II of the report.

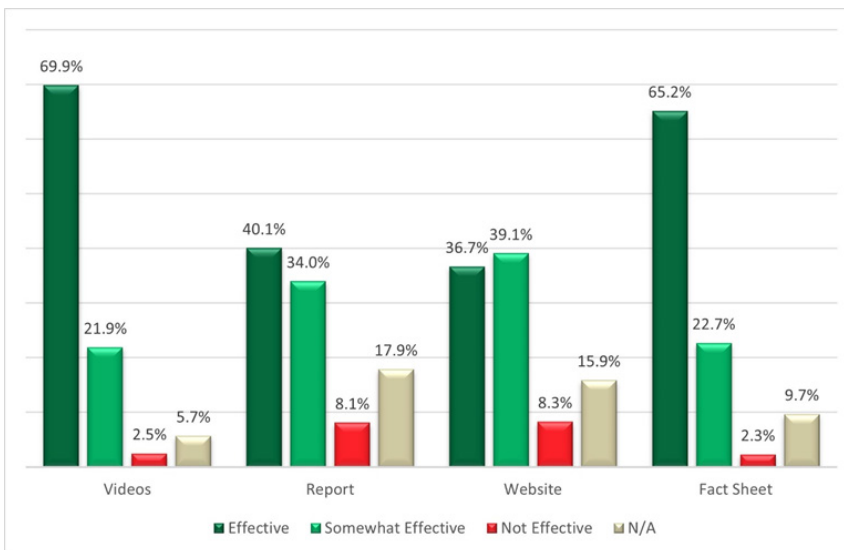
- The virtual engagement sessions were very effective for sharing information about the Special Committee's report and recommendations.
- Some questions were not answered directly or completely by APEGA staff.

- A one-hour session was not long enough to answer all questions. This was a comment from the first several sessions when participation numbers were high, but it was not a concern that emerged from the remaining sessions.
- Overall, the virtual engagement sessions were very good and a good opportunity for education of and engagement by members.

#### Q16: Effectiveness of Communications Vehicles

Respondents were asked to rate the effectiveness of the communications vehicles used to communicate the work of the Special Committee—videos, report of the Special Committee, website, and fact sheet summary of the report.

Communications vehicles received combined effective and somewhat effective ratings of between 74% and 90%, with the most effective vehicles identified as the videos (92%) and the fact sheet (88%).



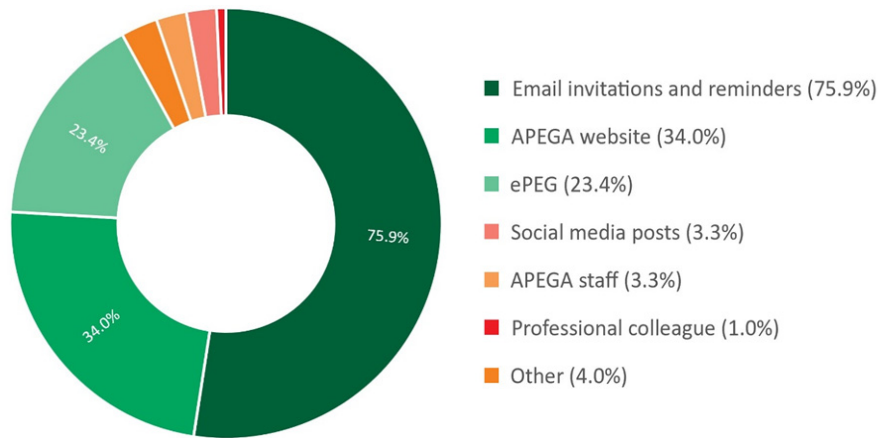
#### Q17: Comments on Communications Methods

Survey respondents were asked to provide any comments they had about the communications methods used to inform members about the work of the Special Committee of Council on Nominations. The most commonly mentioned comments are listed below, with a full listing of comments available in Appendix II of the report.

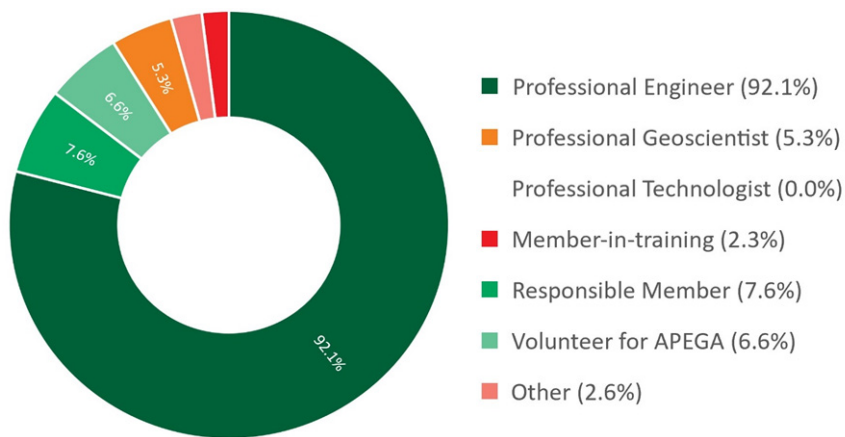
- Good to have a combination of online materials, videos, and engagement sessions. Very well done.
- Videos are very well done.
- The whole issue of a Special Committee to examine the nomination process should have been better communicated by APEGA a year ago when the process first started.

### Q18: Learning About the Opportunity to Provide Input

Respondents were asked to indicate how they learned about the opportunity to provide feedback on the work of the Special Committee of Council on Nominations: email invitations and reminders, APEGA website, ePEG, social media posts, APEGA staff, professional colleagues, or other. More than one answer was allowed.



### Q19: Respondents' Associations with APEGA



## Next Steps

Input and insights from members received through the engagement process will be used as part of Council's consideration of the Special Committee's report and recommendations at Council's June 2021 meeting.

Depending upon Council's decisions at the June 2021 meeting, licensed professionals could again be engaged to attend information session in September 2021 prior to a vote on bylaw changes that would be held in November 2021. If approved, any bylaw changes would be effective for the 2022 Council nomination process to identify candidates for the 2023 Council election.

## APPENDIX 1 – SURVEY

### APEGA Member Survey Re: Special Committee of Council - Nominations Report

#### Introduction

APEGA is seeking feedback on the recommendations made by the Special Committee of Council on Nominations, which was established in 2019 to review how licensed professionals are identified and nominated for Council positions. Feedback will be shared with Council as part of its decision making. If Council accepts the recommendations, changes to the APEGA bylaws will be required. Any proposed changes to the bylaws would be approved by licensed professionals through an electronic vote.

This survey also seeks your feedback on the effectiveness of the methods used to inform and engage licensed professionals on this matter.

You are invited to share your views by completing this ten-minute survey by May 10, 2021.

Thank you for your participation.

1. How did you inform yourself about the Special Committee's report and recommendations? Please check all boxes that apply.

- ☐ Attended a virtual engagement session.
- ☐ Reviewed the Background video online.
- ☐ Reviewed the Key Findings video online.
- ☐ Reviewed the Recommendations video online.
- ☐ Read the Report of the Special Committee of Council on Nominations.
- ☐ Read the fact sheet summary of the report of the Special Committee of Council on Nominations.
- ☐ Spoke to APEGA staff.
- ☐ Other (please specify)

- ☐ None of the above

APEGA Member Survey Re:  
Special Committee of Council - Nominations Report

## Recommendations

The Report of the Special Committee of Council on Nominations made four recommendations. Each of these recommendations and supporting proposed actions are outlined in the following series of questions. Please indicate your level of agreement with each recommendation and proposed action, and provide any comments or questions you might have.

2. Please indicate your level of agreement with Recommendation #1?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Move to a simplified, transparent nomination approach using a formal, structured assessment based on needed skills, knowledge, and attributes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Please indicate your level of agreement with each of the proposed actions supporting Recommendation #1.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Continue to enable all licensed professionals to submit their nomination to run for Council, whether they are recruited by the Nominating Committee or self-nominated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Agree	Agree	Disagree	Disagree	Strongly Disagree
Develop more comprehensive and rigorous procedures to identify Council's requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish clear procedures and roles to ensure APEGA staff do not unintentionally influence decisions, activities, or outcomes of the Nominating Committee.					
Modify the way nominees are interviewed to be more transparent, fair, and robust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revise the recommendation process to reduce the potential for bias.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amend the bylaws to provide clear, consistent direction to the Nominating Committee on its role and authority.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. If you have any questions or comments about Recommendation #1 or the proposed actions supporting it, please outline them here.

5. Please indicate your level of agreement with Recommendation #2?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Implement an ongoing education and communication strategy to communicate the nomination process to licensed professionals.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Please indicate your level of agreement with each of the proposed actions supporting Recommendation #2.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Expand the communications strategy and plan to be more comprehensive, using a multi-channel approach to increase awareness of the opportunity to serve on Council and to reinforce the importance of Council roles to the professions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create new learning opportunities to educate licensed professionals on board governance, including how nominations work.					
Provide some key messages in multiple languages, based on the diversity of APEGA's licensed professionals, to help attract those who are internationally trained.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. If you have any questions or comments about Recommendation #2 or the proposed actions supporting it, please outline them here.



8. Please indicate your level of agreement with Recommendation #3?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Update the Nominating Committee composition, authority, and process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Please indicate your level of agreement with each of the proposed actions supporting Recommendation #3.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Consider Council requirements when selecting the Nominating Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establish criteria and clear procedures for composing the Nominating Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. If you have any questions or comments about Recommendation #3 or the proposed actions supporting it, please outline them here.

11. Please indicate your level of agreement with Recommendation #4?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Create a nomination approach that is inviting and easily accessible for licensed professionals and actively works to attract a more diverse pool of qualified nominees for Council, and other volunteer roles, as a means of succession development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please indicate your level of agreement with each of the proposed actions supporting Recommendation #4.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Develop a strategy and structured process to expand the recruitment of nominees beyond the networks of the Nominating Committee.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promote the importance of diversity on Council to stakeholders and licensed professionals, including clarifying and communicating what is meant by diversity, and its value to APEGA.					
Establish a program to mentor and support prospective nominees through the nominations process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proactively identify key volunteer roles and mentoring opportunities that would help prospective nominees develop the experience and skills they need to serve on Council.					
Develop a way to track actively engaged volunteers to identify potential Council nominees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. If you have any questions or comments about Recommendation #4 or the proposed actions supporting it, please outline them here.

APEGA Member Survey Re:  
Special Committee of Council - Nominations Report

## Communications and Engagement

Below is a series of questions about the effectiveness of the methods used to inform and engage licensed professionals about the Report of the Special Committee of Council on Nominations.

14. APEGA conducted 10 virtual Member engagement sessions during which APEGA staff presented information and answered Members' questions.

If you attended one of these sessions, please respond to this question. If not, please proceed to question 16.

Please indicate the effectiveness of the virtual engagement session in terms of:

	Effective	Somewhat Effective	Not Effective
Explaining the Special Committee's Key Findings and Recommendations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing Members an opportunity to share their perspectives and ask questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Answering Members' questions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please share any comments or suggestions you have about the virtual engagement session.

16. APEGA used a number of communications vehicles to share information related to the Report of the Special Committee of Council on Nominations.

Please indicate how effective each communication method was in communicating the work of the Special Committee.

	Effective	Somewhat Effective	Not Effective	N/A
Information videos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The full Report of the Special Committee on Nominations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
APEGA Website.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A Fact Sheet summary of the Report's Key Findings and Recommendations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please share any comments you might have about the communications methods used to inform Members about the work of the Special Committee of Council on Nominations.

18. How did you learn about the opportunity to provide feedback on the work of the Special Committee of Council on Nominations? Check all that apply.

- ☐ Email invitations and reminders
- ☐ APEGA website
- ☐ ePEG
- ☐ Social media posts
- ☐ APEGA staff
- ☐ Professional colleague
- ☐ Other (please specify)

19. I am a: (select all that apply)

- ☐ Professional Engineer
- ☐ Professional Geologist
- ☐ Professional Technologist
- ☐ Member-in-Training
- ☐ Responsible Member
- ☐ Volunteer for APEGA as part of a committee, council or initiative
- ☐ Other (please specify)

## APPENDIX 2 – Member Comments & Questions From Online Survey

The following individual comments and questions were provided by APEGA members through an online survey regarding the Special Committee of Council on Nominations report and recommendations. Comments and questions are listed as provided in each of the open-ended questions in the survey and have not been edited.

The survey was open to members from April 5, 2021, to May 8, 2021.

### SURVEY QUESTION #4

Survey respondents were asked to provide comments or questions regarding recommendation #1 of the Special Committee of Council on Nominations and/or the proposed actions supporting it.

#### **Recommendation #1: Move to a simplified transparent nomination approach using a formal, structured assessment based on needed skills, knowledge and attributes.**

- As a professional and first-time voting member, seeing the asterisks beside candidates' names made me feel incredibly uncomfortable and automatically biased my decisions when voting. I think requiring nominations (whether transparent or not) unfairly biases voters and their votes, and impedes the democratic process.
- I agree that the role and authority of the nominating committee has to be clearly understood and consistent...is the committee a filter that ensures all candidates have the rights competencies? If so, then all candidates need to go through that filter and thus the final list of candidates would be vetted by that committee.
- The process for a nominated person versus a self-nominating person is on an equal footing I believe. Please correct if otherwise. Thank you!
- Support for "On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council" would be contingent upon other recommendations being implemented, e.g., remove unnecessary barriers and minimize potential impacts of bias by the Nominating Committee (i.e., I wouldn't want anyone with the required skills to be weeded out by mistake).
- The nominating committees' 'recommendations' of candidates for the election process is opaque and consequently creates a perception of unfairness or bias.
- The definition of "Attributes" is an unknown qualification.
- All council member candidates should be self-nominated. Council selected nominee has short cut for election currently.
- These will only create meaningful change if the fundamentals regarding the attributes are changed. Make sure to find the balance between skills and attributes and perspectives.
- This proposal puts more power in the hands of the nominating committee. Ultimately this will discourage grass-roots change within APEGA.
- Steps should be taken to separate the recruiting function from the assessment function within the Nominations Committee. Consider including member feedback as a very visible component of establishing the requirements for Council candidates.
- I do not understand why any member in good standing should not be eligible for Council and am concerned that the vetting process removes from the membership the duty to determine who best meets their needs
- Does the assessment have equal percentages for the needed skills, knowledge, and attributes?
- Care must be taken when speaking about "bias" as it is easy to mistake for justifiable judgement. An attribute I would hope is important to have for an APEGA councillor. I am not saying that random bias is a good thing, just that judgement is sometime mistaken for bias when the person on the end of that judgement doesn't like the answer or result of another person or groups judgement.

- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.
- I don't agree with the idea of the nominating committee recommending candidates at all. I think they should let members pick by providing them facts about the competencies of each candidate as compared to the competencies that council was looking for.
- Assessment of nominees should be completely based on qualifications. I'm not even sure why an interview is even necessary. As soon as you turn it into an interview, you're opening yourself up to being subjective and biased. We're engineers, we're used to having rules to follow and this should be no different. You're either qualified, or not. It is during the campaign trail that the candidate will flush out their true abilities for all members to decide on, it should not be part of the nominating committee's role to interview and decide if someone is more qualified than another. Set the rules... if a member has everything on the qualifications list, they're allowed to run. I understand this may lead to more people being on the ballot, but you can't have it both ways.
- Having participated in the process I do not feel that interview requires any modification. It is already transparent, fair and robust. I also would like to see people who are not recommended by the nominating committee be referred for volunteering on a regulatory committee to develop their experience.
- Agree with the notion that the "recommended candidate" tag listed on the ballots appear very biased.
- The process used now and the way it is implemented in practice strongly bias any potential nominations to those working for large organizations in traditional brick and mortar disciplines. People working for smaller, non-traditional industries are essentially left out of the running.
- Suggest to use one nomination process vs two streams (self and committee)
- APEGA has many members, but I see that always the results of the people who voted are near 20%, which does not represent the whole group. I think is important to reach out to all and get at least 50 or more percent involved.
- Limiting the number of Candidates for the Membership to consider will improve participation. Having too many Candidates can cause voting Members not to vote due to the time commitment to fairly evaluate all the Candidates.
- I don't know enough about the current interview process to decide whether it needs to be modified, but I do agree it should be transparent, fair and robust.
- Is the current system to identify Council requirements not robust? Is there actually room for improvement?
- Council and the nominating committee are seen as a networked 'elite' by the membership. They are not necessarily the best judge of the needs of the Council. By allowing all candidates to run (even if not approved by the committee) allows the possibility of contrarian views representing the membership which are not recognized by the council!
- There also needs to be a method to solicit anti-nominations. Many of us were horrified to see a well-known sexual harasser and creep nominated with an asterisk by his name. The same happens with bigots.
- I would suggest that the committee identify those candidates who have the required council skill sets and let the voters determine who gets elected rather than having "recommendations" which has the pure appearance of bias in and of itself. In my view a recommendation taints the candidate as a being on the inside. I was amazed during the video presentations that this was not completely addressed by the report and the committee members who wrote the report - highly unethical in my opinion.
- I think letting the nominating committee prohibit people from running for council would be a huge mistake and is very likely open to legal challenge. But whether legal or not, a committee of council should not be able to prevent members from being elected to council. I have served on numerous boards (usually with nominating committees) and I have never seen a nominating committee have this level of power.
- Transparency on how the nominating committee is selected is important.
- Disband the nominating committee and allow members to run without prior approval. Strengthen governance training to those elected

- The measure of diversity is a difficult one and I'm unclear on what targets or measures of success the nominating committee will use to determine whether they have achieved the desired outcome. If it is to discriminate against a particular group (such as older white males) to increase diversity, then I do not support this recommendation or this initiative.
- My reluctance to fully support the above points stems from the fact that there is nothing in there to stop this from becoming a "checklist" of "diversity needs". I'm 1000% for removing all barriers to entry, but race, religion, gender, orientation are irrelevant. I don't believe in a small council gatekeeping potential candidates based on unclear "needs" that said council is also dictating. We must trust our professional members to make good, valid, rational, educated decisions, rather than relying on a very small number of people to do so for us. I also strongly believe no bylaw amendments are required. We simply need to actually follow the bylaws that are already in place.
- I am 100% against the recommendation of the nominating committee being included on the ballot and APEGA website, this leads to a situation where the same group of APEGA insiders hold the power and influence members. We need to grow our reach to remain relevant for young professional members into the future. Any Professional Member in good standing should be able to stand for election, not only those that meet a potentially biased committee requirement.
- The less influence of staff can have on process the better. Council should be independent representing membership and the selection process of councillors should be seen as completely independent.
- I personally feel that that the requirement to have signatures of 25 licensed professionals in support of nomination is prohibitive to many qualified candidates and will restrict the list of eligible nominees to those who work at large organizations or are already well connected within APEGA (through council, the nominations committee, or other means). I think this requirement will continue to discourage many otherwise qualified candidates from running for nomination and will unnecessarily limit the pool of potential candidates.
- I believe that the nomination committee should consider a weighted evaluation of the skills and personable attributes required to fulfill roles in council. The weighting should consider the professional skills and experience of the candidate much higher (at least 3 to 1) than the personal attributes of the candidate including race, gender, age, etc. As an identifiable minority, I strongly support a skills and experience based nomination process over an "equal opportunity" process which prioritizes an individual's diversity of personal attributes over quantifiable skills, qualifications and experience.
- I agree that a simplified, transparent process using a formal, structured assessment is desirable, but not based on 'needed' skills, knowledge and attributes. The hubris in determining what is 'needed' in candidates is the most troubling part of the recommendation.
- My expectation of these proposed actions is these will focus on concise and clearly-defined professional criteria. "Personal characteristics, dimensions, and qualities" are extremely ambiguous terms that increase the sense of biases in the nominations and are irrelevant with respect to these proposed actions
- Some have said the current process gives the impression that the Committee is telling us how to vote, but the proposal is worse--the Committee wouldn't even allow us to vote for certain candidates. I appreciate having a more robust, less biased nomination process, but members should still have a say. While the Committee needs to be careful about criticizing people publicly, maybe they could provide members with more information about why certain candidates aren't recommended
- The nominating committee should not have the power to exclude any nominees from the final list of nominees for election based on their evaluation of skills, competencies, knowledge, and attributes. Such a change is anti-democratic, concentrating power in the hands of the nominating committee and existing council to the detriment of the other 70,000 members.
- I am very disappointed that collection of signatures seems to be viewed as a barrier. In my opinion, if an interested engineer is looking to become a council member, he/she/they should have already been involved in some of the periphery opportunities that are presented at various points. Council membership is not an entry level position.

- I support adding clarity to regulation, especially by simplifying the scope of the Nominating Committee's role. Increasing demands on the committee and their members, even if by 'promoting diversity' or 'reducing bias' will make things more arduous, not less. This will result in the unintended outcome of fewer candidates. In order to encourage more candidates, reduce barriers to candidacy.
- I think the members should determine if a candidate is qualified to hold a position on council by voting for or against them, not a small group of people i.e., nominating committee.
- Is it possible to introduce a step to organize and verify applicants and replace their names with unique ID's before being assessed by the nominating committee? I believe this will help remove any potential bias when looking at applicants by picture and/or name and force the committee to look only at merit.
- I support the transparent identification of councils needs AND an assessment by the Nominating Comm. of each candidate however I do not support the "weeding out" of those candidates that do not fit the need. That is for the membership to decide once provided with the "need" and "fit" information by the nominating committee
- On the final list of nominees for election, only include those who have been assessed by the Nominating Committee to have the necessary skills, competencies, knowledge, and attributes to serve on Council - this is dependent on the implementation of the other listed items if we want to achieve transparency.
- I feel that the title of the "Nomination Committee" needs to change, as the idea of nominations can generate concern regarding favoritism, bias, etc. I would hope to see this committee acting more in a "Referral" capacity through the generation of interest in becoming a candidate in the election.
- The mere existence of the nominating committee seems to suggest that membership can either not properly assess candidates independently and / or that there is a promoted agenda somewhat disconnected from membership priorities. Am not sure how these perceptions can be remedied, but crystal clear transparency around the nominating committee processes and justification for the nominating committee itself are probably warranted, beyond just pointing to a recorded vote for its creation.
- All nominees could be published for transparency.
- I have significant concerns about removing the validation by peers for nominee candidates. Gaining the trust for this task, of a number of peers is a significant character marker, not easily put aside. Perhaps enforcing that the validation cannot be from direct reports will keep it 'clean'.
- It would be beneficial for the members to see the list of competencies, skills, and experience council is looking for and a short explanation as to why these competencies and skills are important. This may will help attract more nominees.
- If openness and transparency are goals of the new nomination process, excluding self-nominated candidates seems like an odd way to accomplish that.
- Council's opinion on the required skills or competencies should be published to the membership and those who feel they qualify should be encouraged to apply. The membership has a diverse view on what they may feel is important that may differ from council's view.
- How about renaming the Nomination Committee so that it makes sense to everyone? Christ this isn't hard.
- It may be beneficial to do at least the first interview as a blind interview to eliminate some biases.
- It is hard to ensure a process is completely unbiased because the people involved in running the process will have their respective lenses. It is just a challenge that needs to be overcome.
- The existing process is actually robust, though not transparent. It is not, however, being followed due to interference by a past CEO of APEGA.
- Members should be allowed to run regardless of what the Nominating Committee thinks re their necessary skills, competencies, knowledge, and attributes to serve on Council. The point of the nominating committee should be to highlight where nominees don't have those skills, but not to disqualify them.
- Forbidding certain members from running for council is incredibly discriminatory and undemocratic. There is no way that this can decrease the perception of bias in the process.



## SURVEY QUESTION #7

Survey respondents were asked to provide comments or questions regarding recommendation #2 of the Special Committee of Council on Nominations and/or the proposed actions supporting it.

### **Recommendation #2: Implement an ongoing education and communication strategy to communicate the nomination process to licensed professionals.**

- I reckon more education just means more people justifying their jobs. Higher annual dues, here I come.
- Education is vital, but that does not eliminate the democratic issues with the nomination process.
- It is not just about communicating the nomination process, but also being transparent about the criteria that the Nominating Committee are using to filter candidates - what are the criteria that make up good governance and what are the minimum qualifications that APEGA council members MUST possess?
- With +77,000 members, diversity can be achieved with standard language marketing. To support this, the work of council requires strong communication, collaboration and understanding of local Alberta issues. Experience and understanding must be relevant to appropriately contribute.
- I agree, I would like there to be more clarity on the process and opportunities, including training on the necessary skills or guidance on where/how to build those skills (e.g., through selected other APEGA positions).
- All communications should be in English. If there is a language barrier that the individual has it is up to the individual to overcome that, not APEGA. Proficiency in English should be a requirement.
- Our profession and place of licensed work is Alberta, not international. English / French are the recognized national languages and should be the base for communications.
- All licensed professional should be able to participate Council meeting to learn and observe APEGA operation and policy changes.
- I have concerns about expanding the information into languages other than the official languages of Canada. In a leadership role such as Councillor, communication is key. While I support including those from all backgrounds, being able to communicate and understand adequately in the normal language of business is a key and core requirement.
- If a requirement of professional membership is to be fluent in English (as suggested with having the entrance exams only in one language) why would communication be required in multiple languages?
- All members have to demonstrate proficiency in English so I don't see the need to push out the message in multiple languages for a Council role.
- Wouldn't using various languages other than English or French complicate things? I think it is better to leave English as the medium of communication to also encourage professionals get versed in it.
- While making sure that internationally trained individuals understand the process makes sense, we also have to ensure that their ability to communicate in English is at a level that is not a hindrance to their ability to be part of council.
- Our Act and qualifications indicate that the member must be proficient in English. Therefore, if members cannot understand our messages delivered in English, does that not say more about whom we have qualified than any deficiency in our education and awareness campaign?
- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.
- Agree with diversity initiatives, but English competency is an absolute requirement. Developing key messages in multiple languages is not the best use of finite resources.

- First of all, I believe that if someone truly wants to be on council, they will pursue the channels to find out what needs to be done. I agree that making the materials available in a clear format is important, but you shouldn't need to post on every media platform. Send the usual notifications on when certain steps in the process are required to be done out to the membership and refer to the clear materials on the website. As for providing key messages in multiple languages, I disagree.

As mentioned in the webinar, part of becoming an engineer in Alberta is being able to communicate in English and being on council is no exception. If the member cannot understand the materials provided in English, then they should not be a member, let alone a councillor. We conduct our business in Alberta in English. That is not meant to be discriminatory, that is a matter of public safety, which APEGA commits to. If we allow diversity of language, that is only going to lead to miscommunication and perhaps errors of judgement. That applies both for the profession and for council. Diversity is important, but we cannot sacrifice the safety of the public in striving for that goal.

- It is not the role of the nominating committee to provide key messages in multiple languages. All APEGA members must demonstrate facility in the English language with their application for membership.
- English is the working language in Alberta for engineers, so anyone representing APEGA should have reasonable fluency in English. Therefore, messages in other languages are not needed.
- Suggest to elevate this approach from strategy to tactics
- About the languages. I believe we need English and French. Any foreign educated professional coming to Canada should already fulfilled the language required in their immigration process.
- Registered members need to be fluent in English so offering in other languages is unnecessary.
- In my session there was a comment about English language only in response to a question regarding language competency... I get that we need to reach out for diversity but my point was we ought not to go down the rabbit hole of multiple translations of nomination material and information for counsellors. At the very most it should be only in either official language.
- If key messages are communicated in multiple languages, how will APEGA determine which languages to use? The use of a non-English or French language could lead to a perceived intent that APEGA is targeting certain ethnic groups and deterring other groups. For example, if English, French and Polish are the languages used, someone might perceive that people who are Ukrainian are not as welcome as individuals who are Polish.
- English remains our official language in Alberta. I do not see the need to provide messages in multiple messages when every APEGA professional is expected to have a good command of English and practice in that language
- Better to have more learning opportunities
- I see this to be a particularly positive approach. Also, this needs to be extended to the President-Elect Role as well where Past Councillors should be regularly engaged to be kept informed of Current Issues being dealt with by Council.
- I disagree with multi language messaging as the formal language in Alberta is English and hence council members should have a proficient language level. This is also a requirement of being a P.Eng. However, there should be equal opportunity for involvement for all APEGA members regardless of English being their native language or not.
- English language knowledge shall be considered a core competency to serve on the council.
- It would also be good to share what council members get out of their service on council. Too often the 'work' of service overshadows the benefits of the experience.
- I think providing some key messages in different languages is a good idea for communication, but do feel strongly that all nominees must have a good working command of written and spoken English. Also - translation can be expensive so I agree with the focus on key messages only.
- Since good oral and written communication in English is a requirement for professional membership, communications in multiple languages should not be required.
- A good command of English should be the first priority of immigrants intending to apply for professional membership in Alberta. Misunderstood instructions are a safety/legal hazard.

- These are all good, however we still need English speaking members on council. We also need to see the new process clearly detailed and documented such that it is completely transparent before it is implemented otherwise, we will still see the same debacles that have been going on for the last number of years of elections.
- Canada has two official languages stick to those. There is no need to use other languages and you run the risk of offending people because their language wasn't utilized.
- IF the language of the committee is English, then whoever is on the committee should be conversant in English & able to understand the nuances of the language. If you have to 'advertise' in alternate languages to engage a diverse audience, and this causes people to think they should apply, why did the same opportunity presented in English not trigger the same response. The committee won't have interpreters - so having a high command of the English language is mandatory. It causes me to question their ability to communicate in English well enough to serve beneficially on the committee. Why start conversations in languages that will never be continued?
- I support attracting internationally qualified members but I don't think we need to go down and provide message in multiple languages. That opens up a lot of questions- how are we going to determine which languages to include and if it is based on majority then aren't we biasing against those minority languages? (I am a multilingual person by the way)
- English language competency is a requirement for registration in Alberta.
- Communication needs to be improved or else APEGA's membership engagement will continue to decline.
- There is larger question behind the nomination process. Who is supposed to reflect the day-to-day principles of the membership? Is it council or staff? If it is staff, then membership should select the staff and not worry about councillors.
- I believe that the nomination committee should consider a weighted evaluation of the skills and personable attributes required to fulfill roles in council. The weighting should consider the professional skills and experience of the candidate much higher (at least 3 to 1) than the personal attributes of the candidate including race, gender, age, etc.  
As an identifiable minority, I strongly support a skills and experience based nomination process over an "equal opportunity" process which prioritizes an individual's diversity or personal attributes over quantifiable skills, qualifications and experience.
- I very strongly disagree with "Provide some key messages in multiple languages, based on the diversity of APEGA's...". This crosses the line of common sense. Canada has two official languages and business is conducted in these languages subject to federal and provincial laws. If someone is not capable of functioning in our official languages, they should not be practicing nor on any board of APEGA. Would you go to a doctor, pharmacist, dentist, lawyer, etc. who has a problem with English and requires a translator? It is not just a matter of personal communications and interactions, but it also is a matter of interpreting laws, regulations, contractual agreements, procedures, specifications, instructions,
- More important than providing messages in multiple languages would be to guide internationally trained professionals to English language training.
- To eliminate bias and enhance transparency, publish the criteria for passing the credit check (Is this a minimum credit score requirement? A maximum amount of debt allowed? A maximum ratio of debt to income or assets?). To eliminate bias and enhance transparency, publish the criteria for passing the criminal background check (Is any conviction anywhere in the world at any time disqualifying? Are only convictions for violent crimes in the last 5 years disqualifying?)
- We cannot continue to stress "Diversity" without making sure we also have "Competency". Provincial Engineering Associations to date have never been put under trusteeship for lack of "Diversity"
- I am firmly against 'multi language' concern. As a Canadian engineering governing body, we must communicate in English and/or French. Other languages, while very relevant around the world, are not where we live. This is governing the principles, bylaws and concerns of ALBERTA engineers, in ALBERTA. While experience and training elsewhere are certainly admirable and desirable, if the person is not able to communicate the experience/training properly, in our official language, it is not what we need.
- The language of business in Alberta is English. Anyone wishing to join Council should be able to communicate in English and should not need to have a different language used.

- I don't agree that international training equates to diversity. Diversity means different voices, but those voices should still have an Alberta-based Canadian context.
- Eliminate the requirement for 25 signatures from professional engineers / geoscientists for someone who wants to nominate themselves or someone else.
- The people who sit on Council need to be able to communicate to each other as well as to non-APEGA members. Attracting members who can't understand or communicate effectively in English undermines the ability of Council to meet this requirement.
- I don't need to learn about the nomination process since I am never going to run for council. Put the info in a web site for those who want it. Don't fill my inbox with this stuff.
- Competency should always be put in the first place when considering the group diversity. It's easy to low the bar of excellence when we emphasize the diversity sometimes.
- I believe the role of council includes communications with membership and business in Alberta is executed in English. While it is always positive to have council members that can communicate in other languages - I do not support multilingual official - or quasi-official communications in anything other than Canada's official languages as this can quickly become a perceived "right" and expectation.
- Key messages in multiple languages to attract diversity - will one of the competencies be language and ability to communicate to the membership?  
Has APEGA determined which language this will be, is this English? if so, will this be included in the competences, and if so, who/how to judge proficiency?
- I agree with more education and communication, but would prefer it be about a "Referral" process and not a "Nomination" process. In my opinion, we should not be preventing anyone from running for election. What we should be doing is specifically clarifying the experience credentials necessary, and then requiring candidates to explain how they meet those criteria.
- Please see my comments in relation to item 4 above. Both transparency and justification are warranted.
- To provide some educational videos.
- Recruitment materials should be in English only. While I appreciate diversity, the working language of Council is English and therefore all Councillors need to be proficient in it.
- Canada has two national languages English and French. A requirement of APEGA is to be able to understand one of these two languages. As a result, information being put out in both these languages.
- Help people understand the role of a council member. What are the duties, commitments, and expectations? This may help alleviate the question of "not having enough time" that may interfere in their regular job. Some examples from past members of how they made it work in their schedule would be useful to communicate.
- Changing the communications strategy seems cosmetic to the process. In the end, it's still just going to be an e-mail that members will either read or ignore.
- Publish the diversity goals and basis, i.e., based on membership make-up or general population, and current status. This should reflect the split between practitioners from large firms and smaller firms as well as other factors
- It may be useful to have position requirements posted (like a job posting) for members to be able to assess their eligibility and to help up and comers to know how to improve their skills.
- We are trying to be inclusive in our criteria, but there may be some basic functions that need to be a priority. For instance, for members for whom English is not their first language, having instructions in other languages is helpful, but how can they be supported in their ongoing communications to members as a Board member - unfortunately proficiency in English communication may still be necessary, and perhaps there are ongoing support/mentoring that can be provided.
- The ability to communicate (read, write, and sketch) is so important. Does the strategy to use multiple languages diminish the need to use Canada's official languages - especially for formal/official communications? I have seen documentation that is below standard from engineers and engineering firms and that concerns me.
- Canada has official languages as such it must be follow.
- I strongly disagree with providing messages in any language except English.

## SURVEY QUESTION #10

Survey respondents were asked to provide comments or questions regarding recommendation #3 of the Special Committee of Council on Nominations and/or the proposed actions supporting it.

### **Recommendation #3: Update the Nominating Committee composition, authority, and process.**

- I don't think having the nominating committee bias an election is appropriate as a professional organization.
- The Nominating Committee (as well as interview subcommittees) should also be diverse and inclusive to allow for the unbiased selection of potential council candidates.
- I feel the whole process needs to be transparent, equitable, effective, and "defensible" (e.g., have clear processes, criteria) where it is not or does not already.
- Those creating the Nominating Committee should have to go through some Equity, Diversity and Inclusion training such as Unconscious Bias and Conscious Inclusion training.
- Current council members should not have influence to the council nomination committee.
- Make the criteria relevant to creating a diverse, multi-perspective council and not so much one that brings a set of skills and a traditional engineering approach
- The term "Council requirements" seems to imply ensuring that future councillors do not change from existing Council direction. This negates any ability for meaningful change within the organization.
- I understand the challenges of getting sufficient and skilled volunteers for many roles, however having a Nominating Committee that is skilled in outreach to the broader member population (not only their personal networks) is key to being able to avoid being a closed organization where friends of the current cadre have preferential treatment. Typical HR involvement, coupled with those who have experience in governance in other professional organizations (such as College of Physicians and Surgeons of Alberta) would help with the perception of bias and closedness as well.
- Do Council requirements change on an annual basis?
- While considering Council requirements, should have some flexibility that if someone doesn't meet the requirements yet but has potential, that they can be coached since they can grow into that role. Might not be super smooth but part of diversity is bringing people that aren't like the others.
- The nominating committee needs to be made up of people with similar skills as we would expect councillors to possess.
- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.
- Again, the nominating committee should not need to make any subjective decisions. The application for nomination should have clear, definable criteria, which isn't open to interpretation by anyone.
- I think we have sufficient nominating committees under the process as it stands today.
- More definition around "council requirements" would be needed if they were to be considered when selecting the nominating committee to make sure there is not a bias in the requirements.
- There should be some mandatory minimum number of committee members who work in disciplines not directly related to petrochemical and construction. Otherwise, you won't break the cycle you are in now of only considering those types of nominees.
- Before the nominating process outline the goals and objectives for the next few years to help those seeking nominations and voting to understand why the requirements are the way they are.
- Establishing criteria for composing the Committee
- Caution needs to be exercised to avoid intimidating potential Candidates.
- Nominating committee should have a clear criteria and processes to follow and the vetting process should not be subject to their discretion.



- I don't see any relevance for the first action or supporting item in this list - the nominating committee is charged with gathering and collecting all the nominations they can and to vet the candidates and publish their details such that the voters can make an informed decision on what council needs for skill sets each year. Honestly, I was unaware that the recommendations were because Council needed these individuals' skill sets and supposedly not a bias by the nominating committee. I would suggest that for the election there be material published to the membership such that we all know what skills are required on Council for that year and then let the voters determine the best person for the job! Just skip the recommendations altogether.
- Not sure what you mean by council requirements
- Disband the nominating committee
- How will the Nominating Committee be governed to ensure it fulfills its mandate and does not become corrupted by a 'friends only club' or 'old boy's network'? How will the Nominating Committee demonstrate and provide transparency to the entire APEGA membership that it has fulfilled its mandate?
- Once again, if we are avoiding the perceptions of favouritism, it seems counterproductive to be selecting a nominating committee based off of what the council decides are "requirements" for the next council, especially without broader discussion with the professional members. This practice will only reinforce bias and likely introduce new bias into the council and nominating processes.
- Council members should not be on the Nominating Committee - the committee should be open to involvement from a broader group of professional members.
- I believe that the nomination committee should consider a weighted evaluation of the skills and personable attributes required to fulfill roles in council. The weighting should consider the professional skills and experience of the candidate much higher (at least 3 to 1) than the personal attributes of the candidate including race, gender, age, etc. As an identifiable minority, I strongly support a skills and experience based nomination process over an "equal opportunity" process which prioritizes an individual's diversity of personal attributes over quantifiable skills, qualifications and experience.
- Perhaps update the composition. No real change in the authority is needed as they don't really have any. The current process certainly needs updating.
- If we are to consider Council's requirements when selecting the Nominating Committee how are we ensuring their biases are not influencing their considerations?
- The existing seven knowledge areas, three skill areas, and five attributes are suitable for guiding Council's assessment of requirements. I am opposed to any expansion using vague requirements related to "unique dimensions, qualities, and characteristics" unless APEGA can prove those requirements directly relate to the professional knowledge areas, skill areas, and attributes. In other words, no "quota nominations".
- To make it clearer, Council should NEVER consider its requirements by considering personal attributes such as skin color, ethnic background, religious beliefs (unless it contradicts civil and criminal law), gender, physical disability, sexual orientation, etc. The focus must be on the engineer, geologist, or geophysicist, not the person.
- The nominating committee already has too much power, resulting in them having an undue influence over the election compared to the voting members. Decrease the nominating committee's authority. Do not allow the nominating committee to exclude nominees from the election based on the committee's evaluation of the nominee's qualifications.
- Social license cannot be ignored but maintaining Public Trust is paramount
- This recommendation is insufficiently specific. What was it about the nominating committee membership that contributed to bias? How does this recommendation limit that bias? Will nominating committee members be chosen based on their access to networks of registered members possessing skills that address Council requirements? How can you assess that?
- I think any member should be eligible to be on the committee, not a select few. Some will be great; some will have to learn. Don't make this committee exclusive.
- Criteria and procedures of the nominating committee need to be ratified by the membership, since the nominating committee wields significant influence over the direction of the association.
- Try to provide a list of priorities and targets for each committee nomination.

- Looking for nominees with skills matching those of outgoing Councillors may be thwarting attempts to bring new ideas, viewpoints and diversity to Council. If we replace Jason Kenney with someone, we've chosen on account of having similar attributes to Jason Kenney, we can't expect much different leadership, can we?
- Person with the best qualifications for the job should be selected. Selecting someone for the committee based on other factors should not be considered.
- Can you publish the criteria for being on the nomination committee, in an effort to be transparent show all members the criteria and procedures?

### **SURVEY QUESTION #13**

Survey respondents were asked to provide comments or questions regarding recommendation #4 of the Special Committee of Council on Nominations and/or the proposed actions supporting it.

**Recommendation #4: Create a nomination process that is inviting and easily accessible for licensed professionals and actively works to attract a more diverse pool of qualified nominees for Council and other volunteer roles, as a means of succession development.**

- The same volunteering and mentoring opportunities should be provided to all potential candidates, not just those the nominating committee intends to support in the future or those who have been previously involved in volunteering, etc. opportunities. This already skews the decisions of the nominating committee before a review is even completed by adequately preparing some candidates and not others.
- Based on my own personal observations, the identification of candidates by the nomination committee was ad hoc - these recommendations for more formal mentorship would definitely ease the challenge of identifying strong candidates and ultimately benefit APEGA and Council.
- I object to diversity as a goal in the sense of gender, ethnicity, nationality, etc. because it is not a part of the engineering and geoscience professions act and I feel that the organization should base its actions on the act. I would like to see diversity based on type of professions regulated by APEGA (e.g., engineering and the various types of engineering, geology, geophysics).
- I agree that support for all potential nominees, including those not in existing networks but who would be suitable candidates, would be helpful to ensure appropriate skills and representation on Council.
- Are we saying there will be Opportunities to train future Council members?
- Current composition of the Nominating Committee appears to have sufficient diversity re geographic distribution, but perhaps not gender
- I like the ideas related to building up a base of qualified candidates through volunteerism and mentoring. Having said that, the process must still fairly treat outsiders who have chosen not to follow that path.
- Diversity goals should not be arbitrary that must be met. The best candidates should be selected and if qualified, be approved to meet diversity goals.
- You can promote all you want but people will likely still vote how they have been. For example, when I vote, I try to include a P.Geo, a female, someone from outside primary industry, etc. Telling people that aren't already doing this to be more diverse isn't necessarily going to get them to vote in a diverse way.
- Not sure what would be involved in "tracking" system
- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.

- Agree with succession development and a transparent nomination approach. It should be a requirement that any council candidate have previous APEGA and/or relevant community volunteer experience. I am suspicious of a candidate's motivations for running for council when their resumes have zero volunteer experience and I feel the strongest candidates have previous APEGA volunteer experience
- We most definitely need to remove whatever barriers exist that prevents the diversity of nominees, then make sure that all members are aware of the removal of those barriers. What I don't want to see is going too far in the other direction, where we essentially discourage individuals from running, just because they don't fit what we are looking for a certain make-up of council members. Everyone that's qualified to be a nominee should be encouraged to be one.
- It is not the role of the nominating committee to promote the importance of diversity on Council. It is up to the members to choose their Council in an election. Also - I do not see the part about removing the requirement for 25 signatures on this page so I'll write it here. We should not be removing any of the requirements for nomination, including signatures. Nominees must prove that they can appeal to a broad range of members by showing that they can get at least 25 members to support them.
- There seems to be an element of bias (last recommendation). Suggest to apply broad diversity/inclusion plan across all work within APEGA
- I'd suggest that those nominees not meeting criteria are re-directed to a volunteer committee or assigned a mentor.  
Need to seriously think about the 10-year guideline for experience as it is restrictive-- consider implementing a process (e.g., nominee can cite other experience such as being on a student council previously which shows they are actively engaged and capable of serving now)
- Consider barriers affecting diversity. Lower experience requirement to 5 years - this will allow senior members who have been trained in other areas an opportunity to participate before retirement. It also allows participation of members before they have family commitments. Have more sessions virtually to prevent the travel requirement from remote areas. Consider providing financial support for members who aren't a part of large companies who may cover the travel and accommodation costs.
- I believe strongly in the idea of a process and approach that invites people to take part in APEGA. Our role is to continually invite, however we can't force people to walk through the door and do the work. In the end work does need to be done.
- Actively engaged volunteers are the best pool for Council. We should target this group especially.
- With a Membership well over 70 thousand Members, creating enough Volunteer Opportunities may pose a significant challenge. There is a perception that it is difficult be selected for any Volunteer Opportunities.
- If the process to apply for council is streamlined then the nominating committee won't have to recruit, there will be enough members applying
- Diversity also includes a diversity of ideas which may not be recognized by the Council and Nominating Committee. The nominating committee should not be allowed to limit the criteria for candidates.
- APEGA needs to attract new volunteers, not just try to redirect current volunteers 2) prior to ballot approval there needs to be a mechanism to alert the nominating committee to reasons for NOT including someone on the ballot. Sexism, racism & ageism should not be tolerated just because a nominee has avoided criminal charges. E.g., 25 signatures requesting someone's removal from the nomination list for unprofessional behaviour.
- Develop a complete list of skills that Council requires every year and track the membership who are presently on it with their skills and then also those members running for council such that easily identified gaps can be seen and detailed for the next election. These gaps would also then publish such the voters could elect the skillsets needed if they so choose to.
- If people are interested in serving on the board they should be able to decide what skills they need to develop by themselves.
- I think people understand why diversity is important. This has been a huge thing at most companies for years. As APEGA is full of educated people, this shouldn't need reiteration- it seems redundant.



- By targeting key experiences or skills needed to serve, one can inadvertently create false interest in those volunteer opportunities. Instead, I would recommend valuing variety in experience and skill and allowing the membership to volunteer for the opportunities that they are passionate about, instead of checking a box to allow for council consideration.
- Encourage branches to nominate candidates for council.
- APEGA must open their doors to all members and increase inclusion and diversity beyond it currently being seen as something for members only of a certain age and employment background.
- The question on Diversity is "who are the stakeholders in the association". A suggestion look at who the guide lines are addressed to, proportionally those are the people who should be on council.
- I believe that the nomination committee should consider a weighted evaluation of the skills and personable attributes required to fulfill roles in council. The weighting should consider the professional skills and experience of the candidate much higher (at least 3 to 1) than the personal attributes of the candidate including race, gender, age, etc. As an identifiable minority, I strongly support a skills and experience based nomination process over an "equal opportunity" process which prioritizes an individual's diversity of personal attributes over quantifiable skills, qualifications and experience.
- Proactively identifying volunteer roles.... sounds like creating 'preferred candidate' status volunteers. Seems like a risky approach as it may encourage a sense of entitlement in volunteers and potential candidates who consider themselves on the ordained path to Council.
- Regarding "Promote the importance of diversity..., what is meant by diversity, and its value to APEGA", APEGA so far has only used vague and ambiguous terms. The webinar defaulted to the report's definition of "Diversity is about the individual. It is about the variety of unique dimensions, qualities, and characteristics we all possess." Let's be honest: this ambiguous definition demonstrates a failure to define diversity and APEGA cannot demonstrate the relevance to professional services. How will you measure, communicate, and manage what you cannot define? This will become a waste of volunteer/board time and membership fees. Given Alberta and Canada are an economic mess, APEGA should refocus on its core purpose - - protecting the public by regulating the practices of engineering and geoscience - - and not succumb to virtue-signaling and social programs.
- Ensure the nominating process is easily accessible to all professional members, including those with smaller networks and those who do not personally know any members of the nominating committee.
- No mention is made about reaching out to the wider membership to have them consider being involved in APEGA activities. This needs to change if we are to maintain the Public's trust
- During the engagement session, sexual identity was mentioned as a diversity criterion. Why? How is that relevant to the practice of applied science?
- As stated earlier, Council membership is NOT a learning opportunity. In order to be eligible for Council, there should be a base level of APEGA participation prior to that time - whether it be on a subcommittee, a participant on the local chapter, or other APEGA role. I believe this is critical. Works to the 25 signatures, as well. If you haven't volunteered in APEGA roles to this point, and haven't met other APEGA members, how could you possibly be qualified to be on the committee that sets direction for the profession in this province?
- Develop an email update listing volunteer opportunities so registered members might be exposed to more opportunities. Make it a mandate of each committee and sub-committee to engage registered members as volunteers to complete tasks so members can experience volunteering for APEGA in a number of settings.
- Again, don't make volunteering or other activities such that it seems like an exclusive group. Members bring different skills they have developed through all kinds of experiences and not just things they have done for APEGA.
- Establish a program to mentor and support prospective nominees through the nominations process. - This in itself, may create the bias of "insiders". It will need to be accessible to all since everyone is a prospective nominee.

- I think that diversity in the council is very important, but that diversity should be chased at the expense of experience. In no way should the make-up of the APEGA membership be necessary duplicated in the make-up of Council...it should be a guide though (P.Eng. vs. P.Geo., Male vs Female, White versus Non-White, etc.).
- 'Diversity' needs to be clearly defined and agreed to by membership, and justification for 'diversity' in lieu of 'representation' needs to be made.
- Mentorship seems like an odd way to increase diversity; wouldn't it just fortify the link between candidates and the personal networks of the nominating committee?
- It may be helpful to add to the self-service center this tracking and to make potential learning tracks (like how the authentication of professional work products was done).
- I definitely feel there is an opportunity to leverage current volunteers to move into new governing roles. I also support simplification of process in general, it always seems like the nomination process and the voting process is not user friendly, intuitive, or meaningful, so being able to change the perception of that would be helpful to get better response from members.
- I think a key part in attracting diversity is clearly communicating time commitment and any travel requirements for council members. Professional members with family commitments or from locations outside of Calgary and Edmonton may be less inclined to volunteer due to time commitment or travel requirement perceptions.
- At the risk of sounding out of touch ... does diversity trump: (1) fit for the role, and; (2) the ability to produce good results?
- Zero carbon emotion is becoming our new lifestyle. Developing clean energy will diversify Alberta's oil-focused industries. Hopefully future committee of council will reflect the trend.

## **SURVEY QUESTION #15**

Survey respondents were asked to provide any comments or suggestions regarding the virtual engagement sessions related to the Special Committee of Council on Nominations report and recommendations.

- The engagement sessions requested immediate feedback, whereas it does take time to process, think and write back. As well, not everyone is comfortable with providing feedback in a public setting
- A couple of questions were deferred and not having mics to ask questions limited the Q&A
- I liked that multiple sessions were offered, to assist with scheduling.
- there was no indication of how many people attended the sessions; I asked the question about the May 4 session, but might not have submitted it in time
- A number of "pat" answers lead one to wonder if real change is coming or not.
- Given the length of the session, there's a good chance not all questions were able to be asked or answered. It would be good to let attendees know that all questions are being taken and answers for all will be provided through e-mail to all attendees once the sessions have completed.
- Liked the platform used. Could tailor to your needs. Could easily read slides.
- APEGA should continue to conduct virtual engagement sessions.
- Personally, I wasn't sure I was supposed to rehash what the report already said or what types of comments were being looked for. I came in a minute late, so that could be why but "questions and comments" is too open-ended and more direction could have been given as to the type of feedback the consultation was looking for.
- It was really well delivered and I appreciated the context and care with which the presentation and content was delivered
- People tend to get territorial about a program or process for which they have worked hard to develop. This sometimes leads to bias regarding the program/process and what they believe to be the outcome. That sometimes skews answers regarding the program by those intimately involved.

- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.
- The virtual session was effective for passing on information and keeping to a schedule. Typing in questions into the chat and hoping it was answered (mine wasn't) didn't allow for any sort of discussion between the attendees and the organizers.
- Honestly it was a completed waste of my time. They spent 75% of the time making us watch videos we could have watched in our own time. I would have liked more time to discuss the report. Our mics were muted the whole time so it is obvious that APEGA wasn't open to input from members.
- In my session you received feedback about not removing requirements such as English language proficiency or removing the 25 signatures - I hope to see those opinions from members included in the results.
- There was little time to ask questions and no opportunity for an actual discussion.
- Preferred this method of engaging professionals. A lot of typed questions could be missed if a controversial topic is presented though.
- Session was well timed and organized. Materials were effective. Some questions were not fully answered and more diversity from the special committee might have been useful
- Being able to see other people's questions and up voting them to be answered first might be nice.
- Interactive session
- Excellent presentation. This in of itself demonstrates a desire of APEGA to involve all members.
- Good engagement. Kudos to the team!
- Session was informative, providing members opportunities to ask questions.
- From a Virtual experience, it is difficult to gauge the disposition of the Member posing the questions. Are they unhappy, angry, seeking clarification... Unfortunately, nothing really replaces the face-to-face exchange.
- Well Organized and time management was goo
- I really liked the format. It made it easy to attend, follow the presentations and ask questions.
- I thought it was very well laid out and prepared. Only improvement would be if a short background document was sent out ahead of time (or link clearly identified) to quickly read and get a better idea of what the session is about. That would set the stage for better questions I think.
- I liked whatever platform you used.
- It provided a great opportunity for members to engage with the staff through questions and answers.
- A couple of questions were not directly answered and instead were talked around.
- The Q&A was identified as a means to ask questions. Sharing perspective did not seem to be the intent.
- I appreciated the online format.
- More of an information session rather than engagement. The follow-up actions by members will be important
- One hour is too short to discuss fully the topic. The answers to the questions are not well clarified.
- If you want opinions ask at three stages... at the beginning, to identify perceived problems; during the process, to confirm you are not missing anything at the end (like today) to validate your work. The present engagement of members feels like "here is the finished work"
- The structure of the engagement session was inefficient, and seemed designed to prevent actual engagement with the members. There was a lot of pre-amble, explanation of the meeting and platform, and then the videos themselves were quite lengthy. There did not seem to be very much time left to answer questions, and I can't help but feel like some questions were actively selected (i.e.: difficult questions were ignored). There was no sharing of questions amongst participants, which means that members could not "up vote" questions to show which are most important to the members. There was also no room for follow-up or confirmation that the asked questions had actually been answered.
- Very formal presentation that could have benefited from a candid tone and ability to use video of attendees.

- The session was clear and easy to follow and I feel the pre-recorded format eliminated the communication of any potential bias that a live presenter may have had regarding the material being presented.
- I asked two questions early in the session and neither were addressed. It appeared that the moderator was choosing the easier questions to ask the expert panel to answer. I also would appreciate more plain language to discuss the topic of the definition of diversity. From the few questions that were addressed, it was apparent that the definition of diversity was an important point for the participants. I believe as an association, we are developed in our thinking to understand that personal attributes of a candidate are only important in so far as it points to integrity, honesty, and ethical conduct. I do not believe APEGA has a mandate to proportion positions on the council that reflect a perceived diversity of personal attributes. Even if it was possible to identify the broad range of personal attributes including gender, age and whether a candidate prefers pink or blue colored hats, it is preposterous to consider this as meaningful criteria to evaluate a candidate. As an identifiable minority, I believe that skills, experience, personal integrity and honesty are the only important attributes which should constitute diversity for the scope of the nomination committee, the evaluation of which should be completed in an unbiased manner by the nomination committee.
- Consider letting all attendees see the questions as they are being posed. This may reduce redundant questions as well as spur additional questions and comments.
- Providing the full report and fact sheet were very helpful given the amount of information to be digested.
- There was little time for sharing perspectives aside from the survey afterward, but otherwise it was effective.
- No explanation given as to who Sloane d'Entremont is. Why wasn't the current chair of the Nomination Committee the presenter?
- Only very few questions were answered and some of the answers were deflections rather than actually answering the question. Collecting all the questions (and even possibly publishing the collected questions) is a waste of time and disrespectful to those who asked the questions if the questions are never answered.
- Unfortunately, to adequately address questions, additional time must be allocated - a paradox, of course. But, the brief time on questions were really not effective.
- Many questions, but not enough time allowed during the 1 hour presentation to answer and discuss the comments.
- So much language in the recommendations was so vague, I don't know how anybody is going to fix this.
- It is unfortunate that not all questions could be answered during the session. It would be very helpful if a summary of all questions / answers could be distributed (or posted online with the link distributed) to participants.
- Very well organized and run.
- Many responses from the virtual engagement to questions were versions of 'see the report for specifics'. The report uses particular language that isn't necessarily instructive or helpful for real world situations, and it cannot be so because it is a guidance document with forward looking statements. What can be seen is the general direction of encouraging inclusion from a variety of backgrounds without specifying quotas while retaining a focus on competencies as a priority. Hopefully this doesn't change. But I fear this guidance document will be used inappropriately to advocate for more restrictive processes.
- Diversity is a hot topic; please do not avoid Q's that dig deeper. Suggest a separate session that gets to the heart of true diversity
- Maybe allow participants to send questions before the session if they want.

- Questions were recorded in the chat window and were collected for presentation to Council. Not sure what that is supposed to mean. Is Council going to spend its valuable time reading questions? Is someone going to collect the questions, provide their (biased) responses, and share those with Council? The answers provided to the questions did not add much detail to the material in the video. In one case, it seemed the questioner and the answerer were engaging in a continuing conversation, the questioner being known to the answerer, and the answerer acknowledging that the questioner had expressed the same opinion in previous conversations. Not a good look.
- Well organized
- Very efficient and clear; thank you!
- I thought it was well done. I did not feel intimidated or that the presenters were talking down to me.
- Make the questions submitted visible to other attendees.
- Virtual session was well done.
- Well prepared presentation material.
- I found the virtual engagement session informative and effective.
- I suggest skipping the Q&A session after the first video: the questions participants asked were covered really well in the second video. Respondents seemed defensive and somewhat unprepared when answering questions.
- The ON24 engagement platform was neat, very user-friendly, however, the Q&A feature was black-boxy, not allowing attendees to see what questions were being asked, and hiding even the questions you've submitted. The format was challenging to engage with, and the robotic pre-recorded videos were full of jargon and vagaries, not effective when dealing with a technical audience. Would have preferred smaller breakout groups and the opportunity to chat with the moderators directly.
- Difficult questions were not answered directly, and sometimes it seemed, not at all. Attempts were made at answering questions, though the answers seemed somewhat shielded. A promise to forward questions to Council was made, but that's not the same as answering questions.
- Thank you for the information it was well presented. You may not hear it enough - "great job everyone"
- The complexity of the issue was compromised by the short time window allotted. It is obvious that the special committee spent a lot of time working through the issue; having to time constrain the member engagement will make roll-out and buy-in a more difficult task, later
- Having questions ahead of time would have been useful.
- For a lot of the questions, it felt that feedback will be taken back, so an answer couldn't really be provided in the moment. Question on representation of different professions was not really answered (will this be part of the definition of diversity?)
- This was more like "question and message" than 'Q&A'.
- Most of my questions and comments were ignored. Those which were acknowledged were answered by saying that they would be forwarded for consideration, with no indication of when they might be answered.
- Please stop wasting time by thanking people for their question and fake validating that it's an important question.
- Internet froze many times - disruptive. Not able to tell if people who asked questions were satisfied with the responses based on the process utilized.
- Well run, good incorporation of user questions



## SURVEY QUESTION #17

Survey respondents were asked to provide comments regarding the communications methods used by APEGA to inform members about the work of the Special Committee of Council on Nominations.

- I liked how multiple communication methods were used (e.g., website, full report, short summary, videos) to help engage the audience in a way that works best for each individual (e.g., in terms of learning style and available time).
- I was unaware of the Special Committee or the report until I received a direct email from APEGA suggesting participation in one of the engagement sessions.
- Until the communication about the engagement sessions, I had not heard anything about the Special Committee of Council on Nominations. Maybe I wasn't paying attention. Or possibly APEGA failed to communicate that the subject was being explored to the membership.
- The full report is not effective but totally necessary to have. Thanks for the hard work.
- I think information videos are more effective methods than others.
- Very useful.
- Videos were good.
- Although I did not read the full report and have said that the other methods were "somewhat effective" I do believe that the three communications that I did engage in were effective in collectively getting the message across.
- APEGA is pointless and outdated. Engineers and Geoscientists do not belong in the same society any more than dentist and doctors do. It's just a bunch of entitled desk jockey engineers in Calgary protecting their club from their fancy offices while they pick the pockets of their members.
- I haven't really seen much on the website but heard about this through volunteering
- It's not fair to make it sound like members advocating to continue requirements such as the 25 signatures and communicating in English are somehow 'against diversity'. This is what is implied in the communications.
- Through webinars and e-mails.
- Have a live person read the audio, it was difficult to keep the attention when it was a robot-voice.
- I think it was a good idea to have both online materials, and to host information sessions. This will hopefully have allowed for greater number of people to be informed, and to provide their feedback.
- The Recommendation of ONLY those Candidates who meet the Requirements for Election was not included in the Facts or Summary. This distinction was only made clear to me in the Webinar Version.
- Thank you for offering the virtual sessions - helpful and an effective use of time.
- I detest most videos (wrong pace and too many audio & visual distractions for the way my brain works) and prefer to see and read words/charts/graphs for maximum comprehension in a minimum amount of time. So, I am glad you did include methods for both types of learners.
- I checked "yes" to information videos under the assumption those are the same as presented in the webinar. The webinar was the only place I saw / reviewed information about the report. (heard about the webinar via email)
- Great
- The live webinar was the best method
- The communication methods are fine but the members should be given more time to digest the report. This can be done with a regular check up with the members doing the review.
- I would recommend the webinar course on Sustainable design by Engineers Canada They have very good advice on recommended practices for engineers to follow on consultation
- The information was mostly effectively shared, but still seemed like a lot of detail was withheld or missing.
- Good, well prepared!
- The methods used are effective and I will be sharing them with PGO (professional geoscientists of Ontario) as I am a PGO council member and we are currently undertaking a similar review of the nomination process alongside an overall review of governance practices.

- I don't recall how I heard about the engagement session. It may have been email or from the APEGA website. The Report is long, but I understand that is necessary to include the surveys, etc.
- I'd like to see a little more information on the fact sheet--the list of actions for each recommendation.
- I am still uncertain as to the driving force behind this. Why was this turned into a study on "Diversity" when the AGM question really focused on ensuring a more open access to council nominations for all members
- The full report should have been available at the same time that the sessions were announced to allow members ample time to read it prior to the engagement session. Only making the fact sheet initially available and not the full report makes it look like APEGA has something to hide and reduces member engagement.
- I think one of the best communication methods is by email or a cell phone APP to inform the work of the committee.
- Most are somewhat effective, but how many people knew they existed and where to find those documents? For me that is where the communication gap is. We get lots of emails and reminder and this topic may get lost and people don't look for this type of information.
- I don't recall seeing the fact sheet summary or full report. I was informed of the Nominations Report webinar via e-mail.
- I did not know about this committee until the virtual engagement sessions were announced.
- The fact sheet when compared to the full report did not seem to convey the same information. I think the fact sheet oversimplified to the point of obscuring the meaning. The information videos I found most useful.
- Emails have been very helpful to have regular updates of what is going on
- I like the presentation.
- Summary emails would be helpful. While it is the member's duty to seek and understand, we live in a world that forces us to shorten our attention span.
- Unfortunately, just like volunteering, there needs to be an intrinsic motivator to make time to get informed on these types of things.... maybe there needs to be a conflict/controversy...ok, maybe not a real one, but maybe part of the communication promotional material to get people's attention :)
- Having both the full document and the fact sheet is effective for communicating to members with desire for the complete picture and those who want just the Coles Notes version.
- I found all the report materials to be high in verbose jargon and low in plain language and readability.
- I simply prefer visual instead of reading a report
- The depth of the material was good, but the "here it comes" timing was too short to have the topic properly digested by the membership
- I do not think the issue was effectively raised by council to the membership. Personally, I wasn't really aware of the issue until this last election when the process was identified by some of the candidates.
- The more options the better, good job.
- It is hard to read the long documents and have a fully comprehensive understanding of why the project was initiated and what the final outcomes might be. The videos helped communicate it more succinctly.
- While having the full report available is important for transparency, the fact sheet and information videos are far more effective because they are already summarized.
- The website is somewhat difficult to navigate. Unless you know which key words to enter into a search, you get multiple irrelevant results.
- Perhaps incorporate share screen of 154-page report
- The fact sheet and summary borders on being deliberately misleading by hiding the recommendation to allow the nominating committee to disqualify candidates.
- Like before, please send me an email to notify me if there is any engagement I should participate.

## APPENDIX 3 – Member Comments & Questions from Virtual Engagement Sessions and Email May 2021

The following individual comments and questions on the Special Committee of Council on Nominations report and recommendations were provided by APEGA members during nine virtual engagement sessions that were held from April 6 to May 6, 2021, and in emails from members to APEGA.

Comments and questions are listed by engagement session and have not been edited. Comments and questions from each session have been loosely clustered under general headings for ease of access, though not all comments and questions fit under a specific heading. A total of 525 APEGA members participated in the nine engagement sessions.

The seven comments and questions provided directly to APEGA via email are reported as provided, also without editing.

### Virtual Engagement Sessions Input

#### April 6, 2021 – 141 Participants

##### **Rationale for changing the nomination process**

- What is the root cause for this proposal? Have there been significant issues with elected council members being 'unqualified' for their roles?

##### **Comparison with other provincial associations and jurisdictions**

- Did the special committee compare our current nomination process with APEGA-equivalent organizations in Canada? If so, which ones? If not, curious why?
- Question about other provincial associations... is there a model?

##### **Role of Council in the nomination process**

- Council has no role in the nomination process itself, as is clearly indicated in the bylaws.
- What section of the Bylaws allows the Nominating Committee to recommend or not recommend candidates? This practice has limited the possibility of a nominee being elected if not recommended, thus biasing the election process.
- 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.
- In response to Ross' question, section 20(1)[d] is the EGP Act clause that empowers Council to make bylaws regarding the nomination process.
- Where does this indicate that the NC is empowered to recommend candidates?
- The existing process and authorities of the nominating committee is not in accordance with the current Bylaws. Why should the membership trust that APEGA will adhere to any modified bylaws?

##### **Nominee recruitment**

- Can the nominating committee limit or exclude nominees if they meet the minimum requirements for qualification and eligibility - for example, if in a particular year where many nominees qualify, can some be rejected to shorten the number of candidates on the ballot?
- Why is it possible to stand for election without recommendation from the committee?
- Section 2 does not permit the Nominating Committee to identify preferred candidates. Stating that my questions will be forwarded to Council is not answering the question.
- 25 members support requirement is mandatory?
- Is there any plan to review the need to put nominees through credit and criminal background checks? Council never provided a clear reason for this when it was initially enacted.



- To follow up on the question about background checks, have the membership ever been asked if this is a perceived barrier to running for council?

## **Bias**

- Feedback: The process INTENTIONALLY disadvantages certain nominees.

## **Competence requirements for nominees**

- How are required skills for the next Council identified and prioritized? Who foresees what future Council priorities are to be and what basis in the statute and regulations supports this proactivity?
- Who will judge the level of competence for potential candidates?
- What are the typical competency requirements and why doesn't APEGA publish what it sees as missing competences for each election?
- Generally, most of the nominees are experienced engineers, but not necessary having not-for-profit board and directorship experience, does Council have any plan in the future to receive support or training from Governance Institutions, like Institute of Corporate Directors to improve and advance members governance skills which will support APEGA's long term vision and goals.
- Mentoring on prospective nominee is a useful one. Is there any program in place?

## **Diversity and member representation**

- Why is 'diversity' not replaced with 'representative' in the set of nominee criteria?
- Why is it not a requirement that nominees represent the distribution of APEGA professionals, and instead only competency, diversity, and experience are considered? Is representation of membership not a priority?
- What facets of diversity does APEGA consider, and have actual professional population distribution measurements to compare the nominee distribution with? Or is referencing 'diversity' somewhat undefined and subjectively determined by APEGA?
- Is there a chance to increase the number of council members to allow for accommodating more diverse members considering all factors like location, age, discipline, etc.?
- Is there a specific ratio of the 11 nominated that must be male/female?
- If Council members are only considered in relation to competency, diversity, and experience, how does APEGA ensure that Council is also representative of professional membership? How can Council thereby properly represent the professions?
- The CCDI [Canadian Centre for Diversity and Inclusion] recommended removing the 'recommended candidates' list for nominees. The recommendation appears to instead disqualify candidates who would have previously simply been 'not recommended'. Why was the CCDI's recommendation ignored on this matter?
- Would APEGA consider separate nomination slates for Engineers and Geoscientists, reserving Council positions for both professions in proportion to our membership?

## **Transparency**

- Wouldn't it be more open and transparent to just remove the stars from the recommended candidates instead?
- The last time I ran for Council, my competencies were simply ignored. What will be done with respect to feedback that the process was insufficiently transparent?
- Why not publish what council sees as its needs to the membership and encourage people who feel they are qualified to apply, and then let the membership decide who is best qualified? APEGA can publish the diversity goals as well so we can make an educated decision.

## **Additional Questions**

- Why would the number of council members be minimum of 11?
- It seems like this committee is only looking at the nominations process without examining the election process. Is that part of a future phase? The 2 kind of need to be examined together.
- Will the findings from the special committee report be extended towards regional executive branch nominations?

- Will the recording of the presentation be available?

#### **Other**

- Please what is APEGA doing with other USA professional bodies to recognize our P.Eng. or P.Geo. designations from Canada?
- I am not sure this is the right avenue to ask this question?
- I'm using phone to join this meeting. I don't see a mute button and I'm not sure if I'm muted. Do I have to join using computer?

#### **Appreciation for presentation and information**

- Thank you
- Thank you for the information.
- Good Job. Well done. Good job on portal design.
- Thank you (I haven't read all the way to the Appendix yet)
- Thanks for the presentation.

## **April 8, 2021 – 103 Participants**

#### **Rationale for changing the nomination process**

- What are specific differences between current nomination process and proposed process?

#### **Role of Council in the nomination process**

- Why just four members are in the Special Committee of Council on Nominations?
- How are the 2 selected members from the nominating committee chosen to interview the individual nominees?

#### **Nominee recruitment**

- What are the criteria to determine if a background check passes muster?
- What are the general requirements for Nominees? Are the nominees' background and qualifications based on accreditations and experience alone, or would a less qualified candidate be nominated where diversity is met by personal characteristics such as race, sex, religion.
- The requirement to have the signatures of 25 licensed professionals in support of a nomination may be limiting to some professionals who are early in their career or work for smaller firms/in isolated areas and may be limiting to those from under-represented groups. Has consideration been given to reducing the number of signatures from licensed professionals required or to opening up the process to allow for signatures from other members of the community to support nomination?
- What are the criteria for passing the criminal and credit checks? For example, do you need a credit score higher than 500 or you are rejected? Or what level of criminality results in rejection - any conviction at any time, a felony within the last 5 years, or what?
- Just a comment, not a question. I feel that if you can't find the required number of signatures from other professional members, then you would probably also struggle to be a good representative of such a large organization.
- Why isn't acting as a Responsible member during one's career considered when assessing a nominee's suitability?
- One of the recommendations appears to indicate that self-nominating is going to be removed from the process. Is this true? See page 21 of report. This increases barriers and also increases the perception of preferential selection and gatekeeping.
- While a more transparent nomination process sounds good, it sounds like candidates not approved by the Nominating Committee wouldn't even be allowed on the ballot. Some have said the current process gives the impression that the Committee is telling us how to vote, but this proposal seems worse--the Committee wouldn't even allow us to vote for certain candidates. Am I understanding this correctly?
- How to self-nominate?

- Is the same third-party "person" or same third-party company with many personnel used for all interviews?
- How easy/difficult is it to get 25 members to support when you consider diversity leverage?

## **Bias**

- How are the Nomination Committee biases checked during the interviews?
- Given the Report's definition of diversity being "the unique dimensions, qualities, and characteristics we all possess" stated earlier, how do personal characteristics directly relate to professional experience in the seven knowledge areas, three skill areas, and five attributes? Is it possible for a focus on personal characteristics to introduce a bias and reduce the relevance of professional experience?
- Excluding nominees from the ballot simply because the nominating committee does not like their "skills, knowledge, and attributes" gives extreme, undemocratic power to the nominating committee to control the election. This is not done in any other democratic institution – the voters should decide, not an exclusive committee. How does moving voting power from the voters to the nominating committee compatible with basic democratic principles?

## **Competence requirements for nominees**

- Are 'Council competencies' published in advance of nominations?
- Does the nominating committee rely only on the applicant's self-evaluation of these competencies? If not, what is the criteria for the nominating committee to overrule the applicant's self-evaluation?
- How are the needed skills, knowledge, and attributes, for nominees determined?
- What is assumed as highly valued competencies?

## **Diversity and member representation**

- "Diversity" is mentioned twice in key findings (#5, #6), "diverse" in Recommendations (#4), and in the introductory comments/videos of this session. Given it is a very commonly used word of late, what is the specific definition or context being used by APEGA throughout these deliberations and going forward? For example, is it based on the nature of an individual's professional engineering practice, personal characteristics (ethnic, religion, age, sex), industry/sector of employment, formal education, or something else?
- How is the diversity maintained?
- Does the interview process restrict the diversity of nominations, reflecting existing views?
- When considering diversity do you consider the persons occupation?
- How many persons is guaranteed in each diversified group?
- How is diversity of background actually accessed on council? How do you avoid token representation and actually recognize differing approaches to problems? Is this measured, recorded and shared in any way?
- Versus diversity does APEGA suffer from same think? There needs a role of providing a direct communication to APEGA members.
- How has APEGA determined diversity of its members of such personal attributes such as gender, age, religion, race, etc.? Has diversity been determined by voluntary survey or by other means more likely to accurately capture the actual diversity of its members?
- What steps are being taken to prevent tokenism with these changes, i.e., the best people to regulate the professions should be on council - this should be irrelevant as pertains to their gender, sexual identity, race, etc. We don't want professionals selected by the nominating committee merely because a specific demographic needs to be filled just to check the "diversity" checkbox.
- Why doesn't the committee identify the diversified groups to concentrate like men vs women and white vs black vs Asian? I am saying that the diversity groups be identified and concentrate on these groups rather than saying that there are many diversified groups to consider.

## **Transparency**

- Are the council identified competency requirements made public and if so, when?
- Could we post the attributes and knowledge requirements on the APEGA site? Would like have to access to this at any time vs only when nominations open.
- Thank you, Craig. Being straightforward on that last question was fantastic.

## **Additional questions and comments**

- Does Council reflect the make-up of the association? At the moment, I do not feel members doing consulting work have any voice in the association.
- How is a survey of 2000 volunteers deemed to represent the feeling of the majority on APEGA members - or did I miss something?
- Survey group shares similar opinions of committee because they are active in APEGA.

## **Appreciation for presentation and information**

- Thanks

## **April 13, 2021 – 86 Participants**

### **Role of Council in the nomination process**

- Maybe I missed some of your earlier message. Apparently, the Council nominations are still from the nomination committee through their immediate network. Who forms the committee and what is the current composition of this committee?

### **Nominee recruitment**

- Has the Nominating committee ever presented a candidate with less than 10 years' experience?
- Previously Nominating Committee members could also be added at the AGM. Has this practice been cancelled?
- From the presentation, nominations open in August which is prime vacation time. Could this be moved to open in September?
- Is it possible to increment the 25 firms support? The number is small compared with the engineering and geologist community.
- Could you please explain what you mean by "APEGA experience"? Are we talking about being a member of APEGA for x number of years, or having been involved in APEGA as a volunteer or committee member?
- What are the specific steps being taken to reduce the tedious paperwork? Could also elaborate on the process of competency-based nominations?
- APEGA experience or engineering experience, are you referring to [incomplete question]

### **Competence requirements for nominees**

- Have you considered training for people that would like to apply for Council?

### **Diversity and member representation**

- While there is the topic of diversity on the Council, has diversity been considered on the nominating committee itself?
- What are the criteria considered to ensure diversity in the committee?
- Diversity can become a detractor for more competent people to pursue nomination. How are we going to ensure we have the best people on Council?
- Suggestion, may be facilitating a transition from the volunteering role to Council. Council is a very important role and should we sacrifice knowledge, experience for diversity just for the sake of diversity?
- How will the Nominating Committee assure diversity in its decision making? Will this mean that they will discriminate against highly qualified and competent candidates to fulfill equity quotas?

## **Transparency**

- Considering the need to respect privacy of nominees, how will the committee provide transparency of their decisions to the broader APEGA membership that ensures the committee itself does not become unduly influenced/corrupted in its process?

## **Additional questions and comments**

- What is the timeline to implement all the recommendations?
- Does our current legislation allow us to implement each recommendation?
- These are recommendations, but how will the list of actual proposed changes and details of these changes be communicated to the APEGA members for the purposes of approval?
- From the presentation, nominations open in August which is prime vacation time. Could this be moved to open in September?
- When I became I.P.Eng. I needed to prove to the examination committee that I had a good knowledge of English. Do you think it is convenient to involve communication in other languages (other than English or French)?
- Another point about the language – there is no need for any material in any other language.
- I agree with all these findings.

## **Other**

- For the breakdown in Council members between Calgary and Edmonton, how does this reflect the APEGA members from these locations? Are Council meetings required to be in person?
- Are all the Council committees' full-time employees? If not, any idea how much percentage are full-time employees?

## **Appreciation for presentation and information.**

- Thanks

## **April 15, 2021 – 41 Participants**

### **Role of Council in the nomination process**

- This appears to revolve around fairness for the selection of councillors. Were any examples raised of real, perceived or possible shortcomings in council performance as a result of nominations?
- What would be a specific example of how the authority of the nominating committee could be updated?

### **Nominee recruitment**

- If I understood correctly, nominations are open only to active members, correct?
- Was there any consideration given to the percentages of members who are consultants versus those who are employees of companies?
- Can you think of a particular type of nominee who might feel disadvantaged by the current process?
- What is the current strategy to expand the nominee recruitment?

### **Competence requirements for nominees**

- It seems like the evaluation of candidates assumes that APEGA is in a position to evaluate what experience will make a good councillor.
- Will including only those who meet the Council Competencies create issues with Candidates who were not assessed to meet the requirements?
- Does the act of evaluating competency have a chilling effect on getting nominations submitted?
- Has APEGA considered trusting people submitting nominations to self-declare their competency?

### **Diversity and member representation**

- The need for nominees to reflect diversity is reasonable. In time, will the contribution to diversity brought to Council by Public Members be factored in?

## **Transparency**

- In the spirit of transparency, those who do not meet the minimum requirements, would that be made publicly available?
- It may be considered as unprofessional in addition to privacy.
- Non recommended nominees should be communicated in writing with clear explanation on why the nominee is not recommended. Not sure why that is delivered only verbally. As being self-regulation, the example of attending an interview and not getting selected and no need to explain do not improve.

## **Appreciation for presentation and information**

- Thanks for the thoughtful answer.
- Thank you, Sloan, for the fulsome answer.
- Thanks for the clarification.
- Good session and good feedback.
- Thanks.

## **April 20, 2021 – 55 Participants**

### **Comparison with other provincial associations and jurisdictions.**

- How does the APEGA process compare to other similar organizations having similar needs?

### **Nominee recruitment.**

- Please elaborate on the eligibility criteria and which ones have been challenging to meet by the nominees in the past (e.g., signatures from 25 members).
- Does the committee provide feedback to the members not accepted as nominees?
- Comment - Many of the recommendations seem to be really "lowering the bar" for a councillor. Councillors should want the job to raise the standard. I checked the APEGA site and I find the process very clear on what to do and the obligations of this position.
- What is the time commitment to be on council? It was brought up as a concern in the video but not expanded on. What time of day are the meetings and where are they held? Does that prevent potential nominees from coming forward reducing diversity?
- Given the time commitment of more than three working weeks, I don't know if you will ever be able to attract nominees from small organizations that cannot afford to continue to pay them during their absence. This means that you will never get representation from those kinds of people.

### **Bias.**

- What checks are in place to ensure the committee member interviewing the potential nominee does not have a conflict of interest (i.e., interviewing a friend or colleague)?
- With the committee recommending candidates how is this not a bias process? If the council is not representative of the membership, then how can they ensure that this list of qualities is accurate?

### **Competence requirements for nominees.**

- Has there been any consideration given to training successful nominees in being a director?
- Why is the list of qualities used to determine if a candidate is recommended not made available for the membership?
- Won't reducing councillor requirements or competencies increase the risk that we would potentially lose our "privilege" of self-governance? That is, reduced knowledge and experience could lead to poor decisions.
- Should APEGA require competence in either Canadian official language?
- Why would we require APEGA councillors to communicate in both official languages? Alberta is not an officially bilingual province and our business is conducted in English, per the P.Eng. qualifications.
- Are you recommending a reduction of the experience requirement? I would recommend reducing to 5 years. In my experience at 10 years of experience personal/family life prevents that level of involvement and time commitment wouldn't be possible until approaching retirement.

**Diversity and member representation.**

- Agree that we need to communicate better what is meant by diversity.
- Has location been a consideration in the nomination process - rural vs. urban?
- Can you highlight which recommendations came from the external diversity consultant?

**Transparency.**

- I realize this could be controversial but it'd be nice to know which nominees were rejected by the committee when voting in the election.

**Additional questions and comments.**

- About 2,000 of the 72,000 APEGA members were surveyed. How were those surveyed members selected? Why were so few selected?
- In response to your previous answer, the quick and efficient survey that only targets APEGA volunteers does not give a good cross-sectional response of the membership as a whole.
- Do supporters need to be registered P.Eng.?
- A comment - a lot of the key findings for point #5 suggest to me that the respondents don't seem to want to take responsibility to understand the role or do the work required of a Councillor.

**Other.**

- That question missed my point...

**Appreciation for presentation and information.**

- No need to announce this to everyone else but just wanted to say you folks are doing a great job of facilitating this discussion. Thank-you for your time commitment in doing this!
- Thanks so much for organizing this!

## **April 27, 2021 – 27 Participants**

**Role of Council in the nomination process.**

- APEGA staff and Executive have significant subject matter expertise on all facets of the organization as well as regulatory knowledge. How do their skills and the multi-year APEGA strategic plan influence the gaps for Council in terms of who will be needed on Council for the upcoming year as well longer?

**Nominee recruitment.**

- What are attributes to external advisor on interview? Where are they coming from?
- Rephrase: Are the external advisors public members or are they professional members and how are they picked to participate?
- What was the rationale behind having a separate list of nominees who meet certain requirements?

**Bias.**

- If the bias is simply perceived, would information and education to the members clarifying that it is not biased be sufficient? Is there evidence of bias, or is the process being changed simply to address perceptions?

**Competence requirements for nominees.**

- Key find #4 – One point desired the need for mentorship and learning opportunity. This seems to be a disconnect from attracting those who actually have the competencies to be on the Council. In essence, they would not need to learn how to do the role. Please comment on this disconnect.

**Diversity and member representation.**

- The recommendations proposed are good. The education of the membership is important. The interview process we use for selection to other committees. Need to ensure that the key qualifications



for council are met and that the diversity aspects are not structured as must have a certain number like some recruiting processes. Want the best candidates on council to direct the organization.

### **Transparency.**

- Without knowledge of the process as described, it is easy to understand why there are questions about the selection of the nominees. There is not the transparency that most today demand.

### **Additional questions and comments.**

- These are very good and thorough findings. We may also need to be cautious not to sacrifice quality and competency to ensure that public safety is of the utmost priority.
- Will the communications strategy be applied to other aspects of APEGA? Or, just for the nominations/election process?
- Have all of the recommendations been implemented?

## **April 29, 2021 – 24 Participants**

### **Rationale for changing the nomination process.**

- What is the problem with the existing nomination process that is trying to be corrected?

### **Nominee recruitment.**

- Is this a volunteer or paid nomination?
- EGBC has recently eliminated the option for nomination by 25 members and instead uses exclusively a nominating committee per their interpretation of PGA. Thoughts on if APEGA will follow?
- How does the nominating committee's review of background address having good character that is relevant for the times?
- Could you speak to the relative number of nominees that currently come through direct recruitment vs. self-nomination?
- What steps are you taking to ensure that nominees are not mostly from large corporations.

### **Competence requirements for nominees.**

- You indicated the definition for diversity is broad and having a prescriptive formula as impossible to implement. How would you define what encompass the competencies needed to be considered an appropriate member of council?

### **Diversity and member representation.**

- What steps do you have in place to ensure diversity of the representatives? Such as diversity in ethnicity / race & gender:
  - 1) How many women should be on the committee?
  - 2) How many black people on the committee?
  - 3) How many Asian people?
  - 4) How many Aboriginal people?
  - 5) How many people from the Middle East should be on the committee, etc.?
- Should the committee membership be rotated between people from different demography, ethnicity or gender?
- Is there any plan to accommodate young professionals (i.e., at least one person from a 'young professional category' - at least one person who has less than 10 years' experience) on the committee?
- Is the existing diversity mix in APEGA compared with the diversity mix in Alberta a concern?
- As a step forward towards diversity of the committee, recommendation:
  - 1) At least 30 or 40 percent of the committee should be female (the number can be debated at the committee level). In this scenario, if the number of women that was nominated has not met the



minimum number, APEGA will take a proactive step to reach out to women in engineering to be on the committee.

- 2) Documentation of effort to reach out to women to be on the committee shall be documented. If no women showed interest in being on the committee, within a certain period, then the positions may be open.

What do you think about this?

#### **Transparency.**

- Will the nominating committee decisions and recommendations be transparent to the nominees?

#### **Additional Questions.**

- What steps/plans do you have in place to address the findings?
- How can I attend the council meetings to learn about the process?

#### **Appreciation for presentation and information.**

- Thank you

## **May 4, 2021 – 23 Participants**

#### **Role of Council in the nomination process.**

- Has the "Province" indicated they would like a seat on the Special Committee?

#### **Nominee recruitment.**

- Can you please explain again how it's decided who gets the \* for being recommended? Last year, there was a former Council member who wasn't recommended. That confused me. Was it just that APEGA doesn't want people to run again?
- Also - any consideration of 'term limits'?
- Sorry - I meant term limits for council. I believe people do run again. Is there a limit?
- How do people with views that may not align with the old board get chosen?
- Capping at the number of open positions seems wrong. If they meet the requirements, they should be flagged as appropriate. By only nominating the number of positions available, you are skewing the voting.

#### **Competence requirements for nominees.**

- I support the differentiation between candidates who meet competencies or not.

#### **Diversity and member representation.**

- Why isn't disability part of the diversity language?

#### **Additional Questions.**

- What role does the Centre of Diversity and Inclusion play in nominee assessment?
- What are the next steps regarding the recommendations?

### **Other**

- How many people on line?

### **Appreciation for presentation and information.**

- Thanks for all of the efforts...Not always recognized.
- Thank-you.

## **May 6, 2021 – 25 Participants**

### **Nominee recruitment.**

- I entered the nomination process for the 2021 Council. I submitted background materials, but was informed that I was not allowed to use those during the interview. Why?
- Recommendation #2 may actually be contrary to the objectives. If only the candidates that meet the APEGA endorsement can stand for election, then there will be fewer overall candidates for the members to choose from during the election.

### **Diversity and member representation.**

- The comment about concern that to meet diversity, unqualified people will be placed in these roles suggest that APEGA membership requires training on EDI. Does APEGA have any thoughts or comments on this?
- Good answer. The regulatory context seemed to have been missed in the original scripted part of the conversation. We can't sacrifice regulatory requirements for the interest of diversity. Something APEGA needs to consider. Thanks

### **Transparency.**

Was consideration given to how the interview committee could assist in greater transparency of process

### **Additional Questions.**

- One of the candidates standing for 2021 Council made it through the process, only to be withdrawn following a complaint that appeared in the Media. How can a nomination process permit this to happen?

### **Appreciation for presentation and information.**

- Thank you!

## **Input From Direct Emails to APEGA**

- Hi, I included the comments below in the survey I just completed, but wanted to send them here as well to make sure they didn't get cut off by a character limit or anything.  
Overall, I'm disappointed with the recommendations, especially the one that seems to prevent self-nominated candidates to stand for election unless they meet the committee's competency requirements. Curating a list of candidates, however benign the reasons really gives the election Hong Kong vibes (i.e. Communist Party-approved candidates only). The Institute of Transportation Engineers (ITE) has recently implemented a similar change to their elections, and as a result, I've stopped participating in their elections.

I'm also disappointed that examining the elections process itself does not seem to be considered for changes. If the election process was switched from members casting ballots to a random draw among candidates (See Malcolm Gladwell's Revisionist History podcast episode 'The Powerball Revolution'), it would have the following benefits:

- would achieve the stated goal of increasing diversity and reducing bias
- would encourage participation, as the need to campaign would disappear
- would reduce the role of the nomination committee in recruiting candidates if more members were interested in running
- would also catch the attention of the general membership – everyone loves a lottery

I'd also be interested in joining a committee involved in examining the elections and/or nomination process, let me know if there are any volunteer opportunities in this area. I don't remember seeing any open calls for volunteers in APEGA emails. At a minimum, I'd also be interested in discussing the proposed changes with a member of the committee, please contact me at the number above.

- I attended an online session on the report on the nomination process and I also replied to the survey. However, I feel very strongly that any change that would allow the nominating committee to decide who can be listed on the ballot for council is a huge mistake.

I applaud the effort to demystify the nomination process and have more people engaged in it. I applaud some of the proposed changes to make it more welcoming. But if the nominating committee effectively has a veto over a candidate, then that will have the opposite effect. It also is more open to abuse, cronyism and favouritism. It certainly can't be seen by anyone as more transparent.

I have served on boards (some good and some less so). Of course it's desirable to have qualified people on a board with a broad range of abilities. However the members should decide who the qualified people are, not a committee of council. The committee can do the groundwork and make recommendations, but to disqualify members in good standing from being candidates is going too far. If this Action item is approved why would I bother to vote? The nominating committee will have already restricted my choice.

- *Key points provided through a direct telephone call:*
  - Nature of the video – not helpful – no discussion opportunity
  - Open process but taking away self-nominating
  - Heavy handed control of who is on the ballot
  - Like to see a change to the whole election process
  - Nomination Committee selection – why is it needed in the first place
  - Uniformed popularity contest
  - Remove the barrier to campaign by allowing anyone to run and be on the ballot – use a lottery process for who get onto council – no election – no campaigning needed
  - Elections seems pointless
  - Retrenchment to staying the course
  - Putting up road blocks – discriminate based on age
  - Should not need any further competency than to be a P.Eng. to be on Council
- What's the point? The solution that is needed for geologists will just be voted down by the majority engineer members. Here is how I see it:
  - I am forced to join APEGA to be a professional. Yet APEGA makes no effort to represent geologists.
  - The CCP has a similar policy to get ahead in China.
  - Did you know Iran won't hold elections unless there are 2 Jewish MPs running for the dedicated Jewish parliamentary spots?
  - That means Iran attempts to be more inclusive than APEGA is.
  - When I wrote the professional practice exam there were more questions about patents than geology. It became clear I was being FORCED to join an engineering club.

There is only one solution...break APEGA in 2 - Eng society and Geo society - like how it is in Ont. and Qc. Time to let the Geos out of the engineer society. Its the only solution. APEGA is not a representative body. It is less representative of its members than Iran is towards its Jewish community. Sad but true. APEGA needs to go.

I should have added, having Geos and Engs in the same Assoc is like having dentists and doctors or accountants and actuaries in the same society. They do similar stuff, but none of those groups join together. APEGA is outdated and unrepresentative. Right now, APEGA represents taxation without representation for its geoscience members. Not a good look.

- With 18.1% of the membership voting, we are in danger of losing our 'self-governing' status. All anybody would have to do is point to the 18.1% to claim APEGA is not self-governing at all. Consider automatically suspending any professional engineer that has not voted in the last two years. Some drastic action is needed to get the membership participating in the election and thereby preserve our self-governing status.
- Thank you for organizing the event to discuss some concerns in the engineering community in the province. Please, kindly note that my question on steps that are being taken to ensure that members of the council/committee are not majorly from large corporations is based on the report that was presented. I do not have actual statistics of the number of people from the council/committee that are from large corporations
- I'd like to offer my comments on the special report on the Nominations Committee, and offer a proposed solution much different from what is being recommended. First, I found the report very light on details and clarity, while being heavy on corporate buzzwords and jargon. I agree with 5 of the 6 Findings of the report (#4 is very jargony, I don't understand it), but the Recommendations do not seem to be a very effective plan for addressing the Findings.

I am most troubled by the following Recommendation:

- *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*

I know this is well-intentioned, but it means that candidates are vetted by the nominations committee and only candidates deemed worthy are put on the ballot. No matter how transparent the process or criteria are, this seems like the wrong direction for APEGA. I know ensuring representativeness of Council is very difficult to achieve, but this is a very ham-handed way of doing that.

**Instead, I propose that APEGA should do away with elections entirely, and replace it with a lottery for choosing members of Council.** What? That's crazy, and undemocratic! C'mon man! It's definitely crazy, but would have many benefits, and addresses the Findings of the committee:

- *APEGA licensed professionals do not fully understand how Council election nominees are identified and recommended.* As long as the process for getting your name into the draw is easy and has very few barriers to entry, a lottery system is easy to understand, and will increase attention from members.
- *The current approach to identify nominees is generally perceived to be unfair and biased towards nominees who know someone within established APEGA networks.* If candidates are chosen by random chance, 'who you know' doesn't help you get selected. There is still the possibility that people within the established networks will opt into the lottery at a higher rate than those outside these networks, but the best way to prevent that is to make it as easy as possible to opt in.
- *The current nomination approach is prone to unconscious bias and may unintentionally disadvantage some nominees based on characteristics unrelated to their qualifications.* While all human-created systems are prone to bias, introducing random chance is the best known way to minimize this effect. There's also the biases of the electorate to consider. When only a small percentage of people vote, it magnifies the biases of the group that self-selects into voting, so even if your approved slate of candidates is diverse, the election process can make it much less diverse.
- *The current types of engagement by APEGA of licensed professionals do not fully consider the diversity of licensed professionals nor the variety of approaches that may be required to*

*enable their participation.* Like I said, I'm not sure what this means, but I'm pretty sure a lottery system makes it moot.

- *The two most significant barriers to running for Council are the perceived time commitment and a common self-perception by licensed professionals that they don't have enough to offer.* The current nomination and campaigning process appears to take a fair bit of time to navigate. If the nomination process is simplified (perhaps as simple as ticking a check box when renewing your membership) and campaigning is eliminated, this leaves more time for doing the actual work of a councillor. Additionally, an easy opt-in should reinforce to prospective candidates that anyone can be a Councillor and has skills and perspectives to offer. Think of it like jury duty: it's a vital task, but anyone can be a juror and selection is random.
- *The demographic makeup of Council is well represented in some diversity aspects, such as gender, but less so for other APEGA demographic groups, such as racialized and Indigenous populations, geographic location, industry, and age.*

Short of having Council seats designated for certain groups/demographics (this is not discussed or recommended in the report), a lottery system seems like the best way of ensuring their inclusion.

Another benefit to running a lottery is that it greatly reduces the work for the nominations committee, freeing them up to direct their volunteer energies to other APEGA initiatives.

I also disagree that candidates for Council must have 10 years of experience. Coming out of university, many young professionals have lost many of the extracurricular leadership opportunities they had as students, and are eager to continue with those kinds of activities. They also have the time and energy to devote to volunteering. By forcing them to wait out their involvement in APEGA, they become disenfranchised and find other ways to fill their time, and by the time they're Council-eligible, they may have a young family and/or aren't interested, and/or don't have the time.

Very few people pay attention to the election - less than 20% of members vote in the elections, but if you change it to a lottery, that will get their attention. It may get attention from other groups too, I don't think anything like this has been done before by such a large organization, giving APEGA the chance to be a leader in diversity and equity.

I'd also like to note that nearly 30% of AGM attendees (50 of 169) voted against approving the nominations committee last week, so there is certainly a sizeable share of the membership that is dissatisfied with the status quo. This report recommends more of the same, while a lottery would be bold and progressive move, and set APEGA apart as a leader in elections reform. My proposed lottery system was inspired by The Powerball Revolution episode of Malcolm Gladwell's Revisionist History podcast, listen at: <https://www.pushkin.fm/episode/the-powerball-revolution/>