


What is CLEAR?

CLEAR promotes regulatory excellence through conferences, educational programs, webinars, seminars and symposia. The organization provides networking opportunities, publications, and research services for those involved with, or affected by, professional and occupational regulation. As a neutral forum to encourage and provide for the sharing of best practices, CLEAR serves and supports the international regulatory community and its vital contribution to public protection.



Membership

CLEAR's membership benefits from:

- discounted conference rates at the premier regulatory conference
- free subscription to *CLEAR Exam Review*
- discounts on CLEAR publications
- access to our clearinghouse information and referral service
- eligibility to serve on CLEAR's committees and thereby shape the regulatory agenda for coming years

Much of CLEAR's work, from the recently published *Toolkit for Regulators* to the development of the organization's important training programs, is funded by membership dues. You are cordially invited to consider membership and deepen your involvement with this extraordinary organization.



Upcoming CLEAR Programs

- August 15, 2018 - CLEAR Call webinar: Blockchain - Basics, Use Cases, and Impacts
- August 20-22, 2018 – NCIT Basic & Specialized, Denver, CO
- August 22, 2018 - CLEAR Free Information-Sharing Webinar: GDPR - What It Is and What It Means for Regulators
- August 27-29, 2018 – NCIT Basic & Specialized, Anchorage, AK
- October 29-31, 2018 – NCIT Basic & Specialized, Toronto, ON
- November 26-28, 2018 – Executive Leadership Program for Regulators, Wellington, New Zealand
- November 26, 2018 – Introduction to Regulatory Governance, Wellington, New Zealand
- November 27-28, 2018 – Advanced Concepts in Regulatory Governance, Wellington, New Zealand
- November 29, 2018 - Wellington Regional Symposium: Measuring and Reporting Regulatory Performance
- March 11-13, 2019 – NCIT Basic & Specialized, Raleigh, NC



Upcoming CLEAR Programs

Philadelphia- 2018

- September 24-26, 2018 – NCIT Basic & Specialized
- September 24-26, 2018 – Executive Leadership Program for Regulators
- September 25-26, 2018 – Administrative Law and the Regulatory Process
- September 25-26, 2018 – Advanced Concepts in Regulatory Governance
- September 26, 2018 – Introduction to Regulatory Governance
- September 26-29, 2018 – Annual Educational Conference
- September 27, 2018 – Investigating Allegations of Sexual Misconduct

- June 27-28, 2019 – Sixth International Congress on Professional and Occupational Regulation, Vancouver, British Columbia, Canada
- September 18-21, 2019 – Annual Educational Conference, Minneapolis, MN



Culture Shift: Communicating a Singular Duty in a Dual Mandate Organization



Megan Archibald, Engineers and Geoscientists BC

Who we are



ENGINEERS & GEOSCIENTISTS
FOR BRITISH COLUMBIA


- Established in 1920
- Professional engineering and professional geoscience
- 34,000 members
- Governed by Council of 13 elected members, 4 appointed public members
- Self-regulating body; reports through Ministry of Advanced Education (provincial government)





Agenda for Today

- Context Setting
- The Dual Mandate and Misalignment
- Our Strategy
- Early Findings
- Tactics and Takeaways









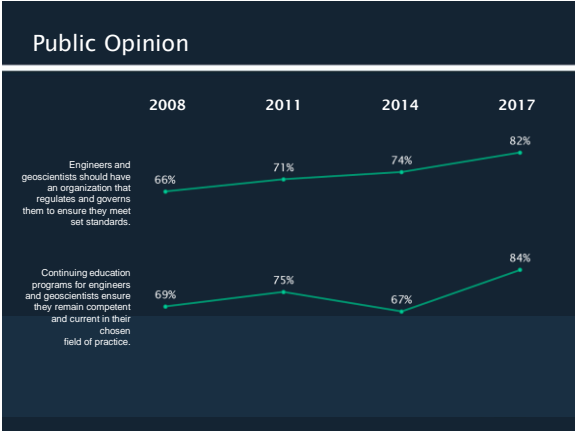


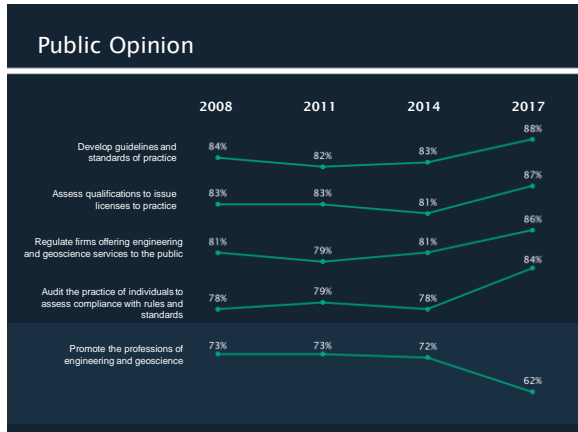


Regulatory Landscape in BC

- Loss of regulation: teachers and realtors
- Trusteeship of engineers in Quebec
- Government audit of professional reliance model: engineers and geoscientists, foresters, biologists, agrologists, technologists







Member Feedback

“APEG is a licencing agency- nothing more. It should drop all pretense of supporting the members.”

“I feel that members are not consulted regarding important decisions, and that their decisions are often overru.”

“The duty of the council is to respect and follow the members resolution, not to have its own agenda.”

“I get the feeling that if push comes to shove, members interests become secondary to...upholding and protecting the public interest.”

Strategic Focus

STRATEGIC PLAN 2017-2020

GOAL 1	GOAL 2	GOAL 3
<p>GOAL 1 To uphold and protect the public interest through the regulation of the professions.</p> <p>OUTCOMES</p> <ol style="list-style-type: none"> Engineers and geoscientists BC exist as a regulator society endorsed. Stakeholders receive timely to relevant professional information. The Act is modernized to reflect the evolution of the professions and the regulatory structure of the association. <p>STRATEGIES</p> <ol style="list-style-type: none"> Clarify the association's regulatory role and responsibilities through ongoing communication and engagement with members and other stakeholders. Review and update regulatory programs, standards, bylaws and Act provisions that require Engineers and Geoscientists BC's ability to better effectively carry out the Act's objects. 	<p>GOAL 2 Establish, maintain and enforce qualifications and professional standards.</p> <p>OUTCOMES</p> <ol style="list-style-type: none"> Members and organizations practice to high professional ethical standards. Engineers and Geoscientists BC standards are locally relevant to all stakeholders. All engineering and geoscience in BC is practiced by professionals licensed by Engineers and Geoscientists BC. <p>STRATEGIES</p> <ol style="list-style-type: none"> Enforce members' awareness and use of professional public resources. Deliver timely, industry focused compliance and enforcement processes. Develop a system for corporate regulation that demonstrates enhanced public protection. Participate in responses that require robust harmonization of regulatory processes. 	<p>GOAL 3 Promote and protect the professions of engineering and geoscience (subject to goals 1 & 2).</p> <p>OUTCOMES</p> <ol style="list-style-type: none"> Membership is diverse and inclusive. The supply of skilled engineering and geoscience professionals meets the needs of BC's labour demand. Stakeholders trust in the professions is maintained. Member satisfaction is improved. <p>STRATEGIES</p> <ol style="list-style-type: none"> Implement the new brand and increase awareness of the "high standards" that engineers and geoscientists in BC must meet. Review and improve admission processes and tools to facilitate robust and timely processing of applicants. Implement processes that support Engineers Canada's 2016-2020 program for improving the system of access to the professions. Clarify the association's regulatory role and responsibilities through ongoing communication and engagement with members and other stakeholders.



The Engineers and Geoscientists Act


Duties and objects of the association

4.1 (1) It is the duty of the association

- (a) to uphold and protect the public interest respecting the practice of professional engineering and the practice of professional geoscience,
- (b) to exercise its powers and functions, and perform its duties, under this Act, and
- (c) to enforce this Act.

(2) The association has the following objects:

- (a) subject to subsection (1), to uphold and protect the interests of its members and licensees;
- (b) to establish, maintain and enforce standards for the qualifications and practice of its members and licensees;
- (c) to promote the professions of professional engineering and professional geoscience.



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Bylaw Ratification


"A bylaw does not come into force unless ratified by at least 2/3 of the votes cast by ballot taken under section 12 (7)."





Historical Baggage: Fee Bylaw

- 2009: had to pass a bylaw for each increase to our member fee
- From 1993 – 2009, ran almost annual bylaw votes; members only approved two
- Critical financial position




Historical Baggage: Fee Bylaw

"Council went behind the members back to the Provincial government to have fees increased when members clearly and repeatedly voted fee increases down."

"APEG recently asked the members to vote on increasing fees which we voted against, then they went behind the members back to the government to legislate a fee increase to so called "protect the public". I don't see the association protecting the public, only collecting more money for themselves."

"Inappropriate abuse of power in setting member fees - undemocratic, dictatorial and insulting."





Alignment

"Have you thought to ask the membership if they agree with the above stated mandate of the association? I find it utterly unbelievable how the association disregards the welfare and interest of its members in comparison to the other professions."






Our Strategy

- Goal: to grow members' understanding and awareness of our regulatory role
- Reflected throughout our 2017-2020 Strategic Plan
- Combines focused communication with two-way dialogue




Our Strategy: Phase 1 (June 2016 - June 2017)

- **What we learned:**
 - We created the problem – value-centric, benefits-focused communication
 - People wanted to help
- **What we did:**
 - Comprehensive communications audit and update: website, social, journal, internal communication, publications, event scripts, etc
 - Engagement with volunteer leaders



Our Strategy: Phase 1 (June 2016 - June 2017)

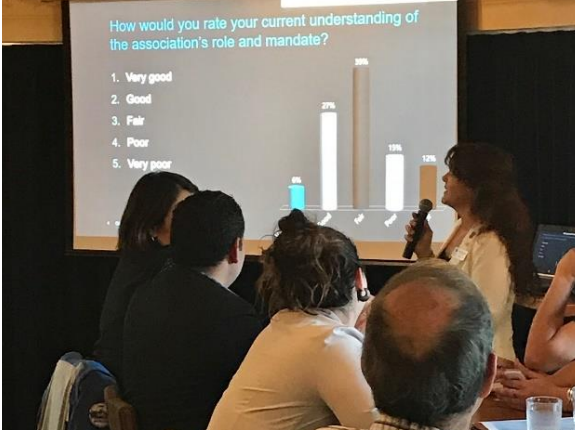
- **What we heard:**
 - Low awareness of mandate, legislative framework
 - Relevant and immediate examples resonated (RECBC, OIQ)
 - Historical baggage tended to flare up. Often used as examples of when Council acted against member wishes
 - Small audiences worked best



Our Strategy: Phase 2 (Sept 2017 - now)

- **What we did:**
 - Provincial engagement sessions hosted by VP
 - Articles in our magazine
 - Ongoing internal communication
 - Tools and resources
 - Planned survey – launching this Fall









Our Strategy: Phase 2 (Sept 2017 - now)

How did this presentation impact your overall understanding of the association's role and mandate?

Response	Percentage
Much better understanding	30.00%
Slightly better understanding	43.00%
No change	22.31%
Slightly more confused	3.85%
Much more confused	0.77%

Our Strategy: Phase 2 (Sept 2017 - now)

ISSUE SUMMARY: THE BALANCING ACT

The proposed amendments to the Public Interest Act, such as amendments to the definition of public interest, will be a key element of the balancing act.

Objectives:

- Clarify the public interest definition
- Strengthen the public interest definition
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- Strengthen the public interest definition

STRATEGY, TIMELINE AND COUNCIL MOTIONS

Key messages:

- 1. Strategic importance: a professional body's public interest is a key element of its mandate and its ability to deliver on its mandate.
- 2. Strategic importance: a professional body's public interest is a key element of its mandate and its ability to deliver on its mandate.
- 3. Strategic importance: a professional body's public interest is a key element of its mandate and its ability to deliver on its mandate.

Our Strategy: Phase 2 (Sept 2017 - now)

"We set standards for licensure, professional practice, and ethics - and we take action when these standards are not met."


Animation Notes:
Clipboard and ribbon appear. "Licensure" text written out. "Professional Practice" text written out. "Ethics" text written out.

Scene Transition:
Camera pans left.



Tactics and Takeaways

1. Boil down your issue. Engage your senior leaders.
2. Scope out your problem.
3. There are champions out there. Find them!
4. Be ready with tools and resources. Have a clear ask.
5. Watch what you say. Be cognizant of implied threats.
6. Beware of baggage. Have a plan.



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Thank you

- Thank you for participating in this CLEAR Call webinar.

