



A P E G S

*Association of Professional Engineers
& Geoscientists of Saskatchewan*

Regulating the professions. Protecting the public.

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ASSOCIATION OF PROFESSIONAL ENGINEERS AND GEOSCIENTISTS OF SASKATCHEWAN

EXECUTIVE DIRECTOR AND REGISTRAR

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The Professions

The provincial and territorial governments have delegated their constitutional authority to regulate engineers/geoscientists and engineering/geoscience in Canada to professional licensing bodies that are maintained and governed by the professions, creating a system of self-regulation. Self-regulation recognizes that the engineering/geoscience professions themselves are best positioned to regulate the practice of engineering/geoscience in a manner that protects both the public and the environment.

The *Engineering and Geoscience Professions Act* of Saskatchewan defines the practice of the professions as follows:

- ***practice of professional engineering*** means any act of planning, designing, composing, measuring, evaluating, inspecting, advising, reporting, directing, supervising, or managing any of the foregoing, that requires the application of engineering principles and that concerns the safeguarding of life, health, property, economic interests, the public interest, or the environment.
- ***practice of professional geoscience*** means the application of principles of geoscience that include, but are not limited to, principles of geology, geophysics and geochemistry, to any act of acquiring or processing data, advising, evaluating, examining, interpreting, reporting, sampling or geoscientific surveying, that is directed toward: (i) the discovery or development of oil, natural gas, coal, metallic or non-metallic minerals, precious stones, water or other natural resources; or (ii) the investigation of surface or sub-surface geological conditions.

The Organization

The Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) is the organization responsible to the people of Saskatchewan for licensing approximately 15,000 Professional Engineers and Professional Geoscientists in the province, and for regulating the practice of these professions in the public interest. APEGS fulfils this mandate by ensuring high standards of engineering/geoscience practice in Saskatchewan, by setting high standards for admission into the professions, by disciplining engineers/geoscientists who fail to uphold the professions practice and ethical standards, and by preventing the misuse of the title 'engineer' or 'geoscientist' by individuals who are not licensed members of APEGS.

The objects of APEGS are to provide the foundation for the APEGS value proposition, strategic and operational plans, the broad strategic elements of which are summarized below:

- Why:** Ensuring public safety
- Vision:** A safe and prosperous future through engineering and geoscience

Mission: APEGS regulates the practice of engineering and geoscience in Saskatchewan for the protection of the public and the environment and the benefit of society

Values: Safety – Competence – Honesty – Fairness – Respect

APEGS also takes appropriate action to prevent the illegal practice of engineering or geoscience by unlicensed individuals. The mandate and obligation to undertake this role is laid out in *The Engineering and Geoscience Professions Act* (the Act). The Act defines a scope of practice for engineers and geoscientists and specifically restricts the use of the title engineer and geoscientist to individuals who have been licensed by APEGS.

Much of the Association's work is undertaken by volunteers. Those volunteers are primarily professional engineers and geoscientists who take pride in their profession and what the P.Eng. and P.Geo. represents. By election, they serve on Council as well as subcommittees including investigation and discipline committees, boards, and admission committees to ensure that the Association fulfils its mandate to regulate the practice of engineering and geoscience in the public interest. Their work means the public can be confident that professional engineers/geoscientists have the right education, the right skills, and the ethics to protect the public interest and the environment. It also means that professional engineers/geoscientists, can be proud of belonging to a profession with a reputation for excellence, and a commitment to enhance the quality of life, health, safety, and well-being of Canadians.

Saskatchewan also regulates engineering/geoscience businesses and requires any companies that undertake professional engineering/geoscience work to be registered with APEGS.

Council

Council is the governing body of APEGS and is accountable for administering the affairs of the Association and the requirements of *The Engineering and Geoscience Professions Act*. Council sets the strategic direction and ensures the objects of the Act are adhered to.

The majority of Council members are elected by the members of APEGS with 2 members of the public appointed by the Government of Saskatchewan. Council members serve a 3-year term which can be renewed for an additional 3 years. An Executive Committee of Council manages urgent matters between Council meetings and is comprised of the President, President-Elect, Vice-President, and Past President.

To view the 2020 APEGS Annual Report, [click here](#).

To view the APEGS website, [click here](#).



Notable Accomplishments

- Governance Change Project proposed 33 changes to the Association including fully fleshed out feasibility plans and a determination by Council as to whether to adopt each recommendation. Improvements to public representation, risk management and corporate governance are among the agreed upon changes.
- Continued improvement to the regulatory process saw the expansion of online competency-based assessments (CBA) to the geoscientists-in-training, similar to what the engineers-in-training have successfully enjoyed for 2 years.
- Modernization of the nominating process and the development of self-evaluation criteria for Council will ensure that Council candidates bring the requisite skills to propel the organization forward while achieving its regulatory objectives.
- Staff successfully adapted the entire operational and regulatory roles to remote work environments and were able to host the first online annual meeting in September of 2020 and again in May 2021.
- The Association allocated \$153,000 to sponsor 64 student-led events and initiatives and \$20,000 to support 4 student societies.

The Opportunity

Position Description

Location:	300 4581 Parliament Avenue, Regina, SK S4W 0G3
Status:	Full time
Direct Reports:	8
Indirect Reports:	17 (approximately)
Staff:	25 total
Registration Statistics:	14,824 Total
Annual Revenue:	\$6,694,000 (\$4,869,000 from membership dues)
Annual Expenditures:	\$5,324,000

Reporting to Council, the Executive Director & Registrar (EDR) operationalizes the strategic objectives and decisions of the APEGS Council. Through the provision of vision, leadership, and sound managerial skills, the EDR enables APEGS to fulfill its role as a regulatory body under *The Engineering and Geoscience Professions Act* and Bylaws. The EDR provides executive leadership to the APEGS team that results in an ethical, prudent, effective, and sustainable operation.



Hallmarks of success for this role include leadership, knowledge, expertise, and recommendations to Council that will assist APEGS in fulfilling its mandate to protect the public through the licensing, regulation and discipline of Professional Engineers and Professional Geoscientists in the Province of Saskatchewan. The EDR will:

- furnish Council and staff with an independent perspective that is true to APEGS' objects for their consideration; and
- ensure Council members experience good support, sound advice, open and transparent communication; and
- ensure a smooth transition including consistency of operations and the preservation of institutional knowledge; and,
- be highly "visible" and increasingly recognized as APEGS Executive Director & Registrar by the membership and key stakeholders.

Key Accountabilities

The Executive Director & Registrar provides executive leadership to key governance and operations activities including:

Regulating the Professions

- Register and regulate engineers and geoscientists in the province of Saskatchewan through the administration of *The Engineering and Geoscience Professions Act* in conjunction with the *Administrative Bylaws and Regulatory Bylaws*.
- Perform the duties imposed on the registrar by the *Act*, the *Bylaws*, administrative law principles and corporate governance principles, including other duties incidental to the office of the registrar, in a diligent, fair, respectful, and thorough manner.

Effective Governance and Strategic Alignment

- Ensure sound advice and effective support to the President, Executive Committee, Council, Committees and Boards on strategic, regulatory, legal, and operational matters associated with their position, mandates, objectives, or terms of reference.
- Exhibit behaviors, attitude and expertise that nurture a healthy functioning Council and Administration interface characterized by open and transparent communication, mutual respect, trust, commitment, and accountable results.
- Attend all meetings of Council and Executive Committee ensuring proper minutes are kept, ensuring proper notices, conducting required correspondence, and securing the Association's seal and records.
- Support Council in the engagement of members and key stakeholders to ensure the APEGS Value Proposition is a 'living document', relevant to current obligations and needs while anticipating and responding to future challenges and opportunities.
- With the advice and support of APEGS staff and volunteers define how the broad strategic outcomes confirmed by Council are to be achieved.



Executive Oversight of APEGS Organization

- Creating a respectful environment for staff and volunteers, resource APEGS' organization with the right talent and capabilities to ensure the effective and efficient execution of key activities required by APEGS' strategic focus areas including but not necessarily limited to the following:
 - Registration and Compliance – academic assessment, experience review, law and ethics seminar and exam, web-based member services and APEGS portal, compliance activity.
 - Member Competence – continuing professional excellence programs, professional development opportunities.
 - Regulating the Professions – investigation of complaints, discipline of members, national Association and board participation and support, liaising with other Constituent Associations.
 - Sustaining the Professions – member communications, stakeholder engagement, ambassador opportunities (e.g., government relations and post-secondary institutions), peer organization cooperative activity, promoting professions to youth and women.
 - Organization Management – council, board and committee structures, council elections, annual meetings, regular and annual reporting, financial management, volunteer, and staff management.

Staff Management

- Lead the APEGS team in a manner that nurtures a culture of engagement, accountability, and high performance.
- Build the team to ensure appropriate capability to execute on operational and strategic priorities while addressing succession for key leadership roles including the Executive Director & Registrar role.
- Ensure the human resource philosophy, policies, practices, and investments are reflective of current lead practice and enabling of staff success in their roles.

Stewardship of APEGS' Assets

- Under the direction of Council, ensure proper controls and procedures are in place to collect and receive, pay out or invest all monies due and payable to and by the Association.
- Ensure maintenance of proper books of account and the accuracy of periodic and annual financial reporting.
- Ensure APEGS has proper processes and controls that protect member and organization information and records and comply with all privacy considerations.

Key Opportunities and Challenges

- Interpreting and implementing *The Engineering and Geoscience Professions Act* within Saskatchewan, while influencing the regulation of the professions across Canada.
- Keeping on top of the practice of the professions to anticipate issues, trends, or innovations that may impact either of the following:
 - the regulation of the professions.



- member scope and method of practice, competence requirements and professional development needs.
- Serving 15,000 members and all prospective members in a fair and respectful manner while being mindful of the Association's primary obligation to protect the public and the environment.
- Leading initiatives that evolve the membership composition so that it more closely reflects the diversity of Saskatchewan's population.
- Effective stewardship of APEGS' financial and human resources; ensuring all processes and capabilities support effective, efficient delivery of the service / achievement of the deliverable.
- Working with the staff, Council and Committees to thoughtfully evolve the Association's integration of digital media into the way APEGS works and how they interact with their members.
- Balancing the roles of Executive Director AND Registrar will often require finesse and prioritization.
- The EDR has direct line of sight to government at both the provincial and national levels which in turn, affords the EDR the opportunity to see what is happening in other jurisdictions and adopt best practices.
- Over the preceding 12-18 months, the Association has undergone a great deal of change. A governance review was undertaken which resulted in recommendations that Council reviewed and gave approval to implement many significant changes, including:
 - the structure of the Council and committees being updated which included the reduction in the size of Council from 19 to 13 over the coming years; and,
 - renewal and updating of procedures and bylaws; and,
 - the implementation of a competency profile and performance review for councilors.

It will be important that the momentum of the implementation continues over the coming months.

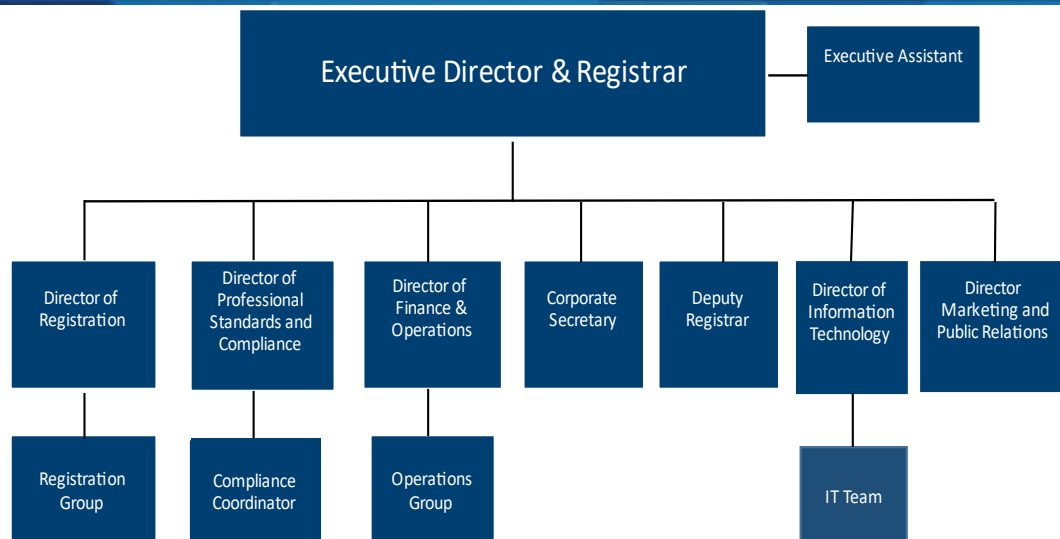
- Given the governance review and the many changes which have begun to be implemented, the new EDR will need to review the current workload to ensure that the allocation of staff resources is appropriate and policies and procedures are developed and deployed.
- APEGS enjoys a tenured staff but with tenure comes the need to plan for succession in key positions across the organization, not just at the senior levels.
- As the organization evolves, so too must the sophistication of its processes. The use of technology may need to be evaluated and leveraged to ensure the needs of the updated organization are met in the most effective manner.
- As the construct of membership is constantly changing and growing, so too is the need for innovation and adaptation on behalf of the EDR.
- Navigating the changing rules relating to the pandemic will continue to be a key priority. There may be an opportunity to examine the working model, the impact on space requirements and the potential for a more flexible work arrangement.



Attractions

- The EDR will be identified as the face of the organization, continuously out in front of the profession, promoting the benefits of membership, getting to know the members, and learning about the challenges they are facing and the positive impact the profession is having on those they serve.
- Assure protection of the public's interest while providing leadership to the regulation, growth, and development of professions instrumental to Saskatchewan's future success and prosperity.
- Lead a team of highly capable professional staff, dedicated to the Association's objects, passionate about and committed to their work - a team that values mentorship, coaching and opportunities for stretch and growth.
- Influence future directions and approaches to the regulation of the professions across Canada.
- Gain professional satisfaction from working with highly motivated, committed staff and volunteers on Council, Committees and Boards who are eager and willing to learn, contribute and make a difference for their profession.
- The organization is financially stable with significant reserves thereby allowing the recommended changes to be a priority without the worry of financial burden.
- APEGS enjoys an engaged and committed Council who is supportive of the EDR.

Organizational Chart



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The Person

As Executive Director & Registrar, you are a trusted, energetic, and innovative leader, whose passion and purpose reflect APEGS values of safety, competence, honesty, fairness, and respect.

You proactively identify and initiate strategic relationships both internally and externally and maintain those relationships to the mutual benefit of both parties. You authentically promote the value of building strong relationships to ensure the success of aligned outcomes.

You are willing to learn from experience and can subsequently apply that learning to perform successfully under new or ambiguous conditions. You have the patience to delay until the time is right to move and the boldness to take action when opportunity presents. You have the ability and willingness to pivot in response to new information or challenges and instinctively know when to hit “play” and when to hit “pause”.

You communicate honestly, openly, often and with humility and vulnerability. You have the ability to connect passion and ambition while communicating your ideas with clarity. You listen with empathy and compassion when others are speaking which allows you to be a great observer and enables you to understand different attitudes, behaviours, and anxieties which might require you to modify your messaging or approach to the situation.

You will champion a culture shift and the modernization that APEGS is undertaking. You embrace the ideals of public interest and continuously strive to raise the bar of industry standards by seeking out or developing best practice policies and processes, fostering frank and open communications and modernization opportunities in business practice.

You are a strategic thinker and relish an environment poised for change. You possess highly developed leadership skills to effectively advance the Association’s strategic direction, and values to foster an environment that cultivates member and public trust.

You convey a commitment to fairness, instilling confidence that you and those within your sphere of influence will honour the “rules of the game”. Your behaviour inspires a sense of safety and comfort for team members, allowing them to relax which in turn invokes higher capacity for engagement, innovation, creativity, and ambition. You “walk the walk” as you drive change and improvement in the organization.

This opportunity will resonate with professionals who hold transparency as a value and the interests of the public and the members in high regard, have a natural affinity for strategic thinking and can bring vision to reality to set the course for the future direction of the Association.



Qualifications

- Professional Engineer or Geoscientist status (registered in Saskatchewan or eligible for registration in Saskatchewan) is a must.
- Business, financial management and leadership studies and/or experience to complement the required Professional credentials
- 10 plus years of proven leadership skills at the executive level in an engineering or geoscience organization, and / or comparable duration and level of experience in related government entity or an Association with a similar self-regulation mandate.
- Strong connections to and appreciation for the Saskatchewan economic, social, professional, educational, and political context.
- Knowledge regarding the trends, challenges and opportunities associated with the self-regulation of professions across Canada.

Competencies and Attributes

The ideal candidate will demonstrate and promote professional competence and will personally exhibit competencies including but not limited to the following:

- Exhibits solid character complemented by effective interpersonal skills, engendering respect, and trustworthiness with all stakeholders.
- Listens and consults with an open mind; presents a calm, confident demeanor.
- Effectively maintains the vision, the ethic, and the history.
- Effectively communicates APEGS' objects and value-proposition to all stakeholders.
- Inspires others.
- Maintains accountability.
- Leads decisively.
- Focuses on results.
- Possesses enough knowledge of administrative law and corporate governance principles to know when to seek legal advice and the need to follow that advice.
- Is willing and available to travel on a regular basis.



Frequently asked questions

1. **Will APEGS pay for my relocation?** Yes, a standard relocation allowance is available.
2. **Is travel required?** As provincial pandemic rules permit, the EDR will travel to attend Provincial and National level meetings (60-90 days per year).

Contact

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