



COLLEGE OF  
**APPLIED BIOLOGY**

## ***2021 Business Plan***



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## Executive Summary

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The College of Applied Biology is the regulating association for the practice of professional applied biology in British Columbia. The College's primary mandates are to set standards for entry into the profession, to hold our members accountable for their conduct and practice, and to safeguard the public interest.

The College of Applied Biology is at an exciting point in its evolution as a professional regulator. This plan continues to build on the direction determined in the 2019 -2021 Strategic Plan and creates a road map that will help ensure that the College continues to deliver on its statutory mandate, deliver on government expectations and requirements for implementation of the *Professional Governance Act*, and advance the practice professional applied biology.

### Vision

Responsible resource management supported by accountable and trusted professionals

### Mission

To serve the public by regulating applied biology professionals

### Values

- ♦ **Informed by science:** We adhere to high standards of practice that are grounded in science and follow the Principles of Stewardship
- ♦ **Ethical:** We take a fair, transparent and judicious approach to the application of College processes
- ♦ **Accountable:** We are responsive and transparent in our relationships with the public, employers and College members
- ♦ **Collaborative:** We build relationships with others to protect the public interest

# Highlights

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## 2020 – the year that was

- Completion of the Practice Review Policy & Procedures
- Improved legal definition of regulated practice (title rights) for applied biology
- Development of a legal definition of reserved practice (practice rights) for applied biology
- Implementation of the new Credentialing standards
- Mandatory training initiative including update to the College's Code of Ethics and corresponding course
- Revising and implementing the five (5) statutorily mandated committees
- Engaging with other regulators on implementing the regulation of firms
- Review and redrafting of the College's Rules/Bylaws to come into compliance with the PGA
- Modernization of financial management policies
- Completing and implementing the professional competency framework
- Continuing and intensive engagement on implementing the *Professional Governance Act*
- Developing and delivering the new merit-based nominations and elections process, and
- Completion of Phase I and initiating Phase II of the three-(3-) year database project

## 2021 – the year ahead

- Developing a new Strategic Plan
- Reviewing and revising practice scope descriptions for Registered Biology Technologists (RBTEchs) and Applied Biology Technicians (ABTs)
- Review and modernization of Audit Policy
- Review and modernization of Accreditation Policy
- Succession planning for statutory Committee Chairs
- Mandatory training initiative including:
  - Developing a mandatory Indigenous training component
  - Investigating possible legislative training components
- Engaging with other regulators on implementing the regulation of firms
- Completion of the three-year database procurement and implementation
- Implementation of the *Professional Governance Act*
- Training for volunteers and registrants on key components of new mandate under the *Professional Governance Act*

# Governance and Operations

## College Council

<b>Council</b>	The Council is the governing body of the College, responsible for sound financial management, strategic planning and implementation, and ensuring that the College meets its legal requirement to protect of the public interest. To successfully deliver on its mandate, Council has delegated specific responsibilities to volunteer led Boards, Committees, Working Groups and Task Forces to evaluate and assess College approved and resourced initiatives and make recommendations to Council for decision.
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## Oversight Boards

<b>Oversight Boards</b>	Executive <ul style="list-style-type: none"> <li>President, Past President, Vice President, Finance Chair and Chief Executive Officer (CEO)</li> </ul>	<ul style="list-style-type: none"> <li>Provides strategic leadership to the College</li> </ul>
	Finance <ul style="list-style-type: none"> <li>Finance Chair, minimum three (3) elected Council members, lay Council member</li> </ul>	<ul style="list-style-type: none"> <li>Provides oversight of budget development, monitoring and financial audit</li> </ul>

## Statutory Committees

<b>Statutorily Mandated Committees</b>  <b>Note:</b>  <b>The PGA prohibits Council members from serving on these committees</b>	Credentials <ul style="list-style-type: none"> <li>Committee Chair, four (4) registrants, one (1) public representative</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate current standards and processes and make recommendations to Council for changes</li> <li>Oversee credentialing process</li> <li>Work with credentialing assessors to improve processes</li> </ul>
	Audit & Practice Review <ul style="list-style-type: none"> <li>Committee Chair, four (4) registrants, one (1) public representative</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate current standards and processes and make recommendations to Council for changes</li> <li>Oversee audit and practice review processes</li> <li>Work with assessors to improve processes</li> </ul>
	Investigations <ul style="list-style-type: none"> <li>Committee Chair, (up to) six (6) registrants, (up to) three (3) public representatives</li> </ul>	<ul style="list-style-type: none"> <li>Investigate complaints received against College registrants</li> <li>Determine appropriate action(s) in regard to complaints as laid out in the <i>College of Applied Biology Act</i> – and once enacted – the <i>Professional Governance Act</i> and corresponding Bylaws</li> </ul>

		<ul style="list-style-type: none"> <li>Evaluate current standards and processes and make recommendations to Council for changes</li> </ul>
	Discipline (minimum) <ul style="list-style-type: none"> <li>Two (2) registrants</li> <li>One (1) public representative</li> </ul>	<ul style="list-style-type: none"> <li>Will only be activated should a citation be issued by the Investigations Committee</li> <li>Determines appropriate remedies including, but not limited to, appointing a discipline panel to oversee a hearing</li> </ul>
	Nominations <ul style="list-style-type: none"> <li>Five (5) Council appointed registrants in good standing with the College that must include:               <ul style="list-style-type: none"> <li>One (1) public representative</li> <li>One (1) Registered Biology Technician</li> <li>Two (2) registrants from a region outside the South Coast</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>(re)Appoint in June 2020</li> <li>Revise process, Tors, etc. as necessary from recommendations around this year's process</li> </ul>

### Working Groups and Assessors

<b>Working Groups</b>	Editorial Board <ul style="list-style-type: none"> <li>Chair and a Vice Chair (optional)</li> <li>Up to five (5) members</li> </ul>	<ul style="list-style-type: none"> <li>High quality content for College Matters newsletters and timely publication.</li> <li>Providing reports and recommendations to Council and other committees, as required.</li> </ul>
	Linda Michaluk Scholarship Fund <ul style="list-style-type: none"> <li>Chair of Finance Board, three (3) members of Finance Board</li> </ul>	<ul style="list-style-type: none"> <li>Solicit and award LMSF annual scholarship</li> </ul>
<b>Assessors</b>	Credentials Assessors/Examiners	<ul style="list-style-type: none"> <li>Evaluate and adjudicate applications for registration in the College</li> <li>Recommend changes to process and procedures as necessary</li> </ul>
	Audit Assessors	<ul style="list-style-type: none"> <li>Conduct annual practice audits</li> <li>Recommend changes to process and procedures as necessary</li> </ul>

### Task Forces

<b>RBTech/ABT Scope TF</b>	<ul style="list-style-type: none"> <li>Develop clear practice scopes for designation</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations to Council on scope definition for bylaws</li> </ul>	12 months
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<b>Mandatory Training TF</b>	<ul style="list-style-type: none"> <li>• Develop Indigenous reconciliation awareness program(s) exam to be in compliance with PGA</li> <li>• Develop training materials for other mandatory training</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations on revised course material, new course material &amp; recommendations for additional mandatory training</li> </ul>	36 months
<b>Statutory Committee Succession Planning TF</b>	<ul style="list-style-type: none"> <li>• Develop succession plan to recruit new Chairs for all statutory committees except Nominations</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations process and specific merit criteria.</li> </ul>	3 months

### Special Projects

**Professional Governance Act Implementation** – Work with government and partners to successfully implement the *Professional Governance Act*.

**Strategic Planning** – Development of the new three- (3-) year strategic plan to guide the College as we move towards implementing reserved practice (practice rights).

**Database Implementation** – Design and Implementation final phase of three-year database upgrade project.

### Management and Staff

#### Chief Executive Officer (Deputy Registrar):

- Provides strategic leadership to staff and committees, task forces and working groups to meet the College's statutory requirements, to provide sound financial management, and to deliver on the strategic priorities and objectives set by the Executive Board and Council.

#### Registrar & Director of Compliance:

- Provides leadership for the effective and efficient management of applications registration, and accreditation activities, and complaint investigations. Part of the senior management team responsible for providing leadership in accordance with the College's strategic direction.

#### Director of Practice (Deputy Registrar):

- Provides leadership for the effective and efficient management of the audit and practice review processes, and the development and implementation of practice standards and

guidelines. Part of the senior management team responsible for providing leadership in accordance with the College's strategic direction.

**Executive Operations-Communications Officer:**

- Coordinates the communications and engagement planning activities for College registrants, partners and the general public. Supports and participates with senior management and committees on strategic projects. Responsible for management of all college brands and internal/external communique documents.

**Regulatory Officer:**

- Supports the work of the senior management team and statutory committees of the College by managing information, processes and documentation. Is the key point of contact for application and applicant inquiries. Contributes to policy development and implementation to fulfill the association's regulatory mandate.

**Finance Officer:**

- Responsible for performing efficient administrative, financial management and bookkeeping functions of the College. Develops and maintains financial policies and procedures. Supports senior management on budgeting and budget tracking.

**Administrative Officer:**

- The first point of contact with members and the public. Directs inquiries to staff members as required. Assists with various communications projects, provides support for projects, initiatives and programs as required, and maintains the efficient functioning of the office.





## Budget and Priorities

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### Budget

<b>REGISTRANTS DUES REVENUE</b>	
RPBio Annual Dues (Active)	841,000.00
RPBio Annual Dues (Retired)	5,000.00
RPBio Annual Dues (Temp Withdrawal	5,000.00
RBTech Annual Dues (Active)	32,000.00
RBTech Annual Dues (Retired)	150.00
RBTech Annual Dues (Temp Withdrawal	450.00
BIT Annual Dues (Active)	40,500.00
BIT Annual Dues (Temp Withdrawal)	1,000.00
ABT Annual Dues	1,500.00
Trainee ABT Annual Dues	150.00
Trainee RBTech Annual Dues	1,500.00
Trainee RBTech Annual Dues (Temp Wi	500.00
Student Annual Dues	600.00
Previous Year Membership Dues	2,000.00
<b>TOTAL REGISTRANTS DUES REVENUE</b>	<b>931,350.00</b>

<b>REGISTRANTS FEES REVENUE</b>	
Reinstatement Fee	7,000.00
Application Fees	84,000.00
Late Fee	8,000.00
Professional Seal Fees	5,500.00
Certificates Replacement Fees	100.00
Ethics Course Fees	65,000.00
<b>TOTAL REGISTRANTS FEES REVENUE</b>	<b>169,600.00</b>

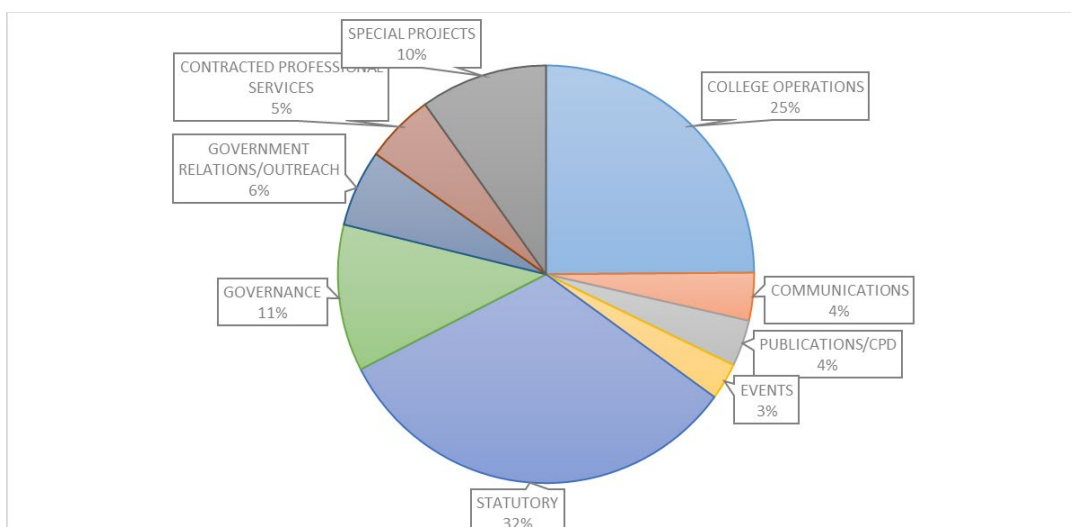
<b>OTHER REVENUE</b>	
CPD Revenue	3,500.00
CPD Outreach Revenue	1,500.00
Job Postings Fees	15,000.00
Legal Fund Interest	5,400.00
Contingency Fund Interest	2,100.00
Operating Fund Interest	1,500.00
<b>TOTAL OTHER REVENUE</b>	<b>29,000.00</b>

## Categorized Budget

<b>EXPENSES</b>	
College Operations	277,822
Communications	41,274
Publications/CPD	40,025
Events	31,674
Statutory	362,816
Governance	126,706
Government Relations/Outreach	66,352
Contracted Professional Services	59,844
Special Projects	110,137
<b>TOTAL EXPENSE</b>	<b>1,116,650</b>

	Budget 2021	Budget 2020
<b>TOTAL REVENUE</b>	<b>1,129,950</b>	<b>1,144,950</b>
<b>TOTAL EXPENSES</b>	<b>1,116,650</b>	<b>1,131,200</b>
<i>*Fixed Costs</i>	<i>981,150</i>	<i>810,100</i>
<i>*Discretionary/Variable costs</i>	<i>135,500</i>	<i>321,100</i>
<b>Deficit/Surplus</b>	<b>13,300</b>	<b>13,750.00</b>





Category	Type of Expense
Operations	
Operations	<ul style="list-style-type: none"> <li>Accounting software, banking fees</li> <li>Staff training/PD</li> <li>Professional seals</li> <li>Computer systems (email host, cloud subscriptions, Beanstream)</li> <li>Office (rent, insurance, phone, internet, furniture, photocopying, stationary)</li> </ul>
Committees	
Statutory	<ul style="list-style-type: none"> <li>Council</li> <li>Credentials</li> <li>Audit &amp; Practice Review</li> <li>Discipline</li> <li>Staff time for processing applications, dues</li> </ul>
Governance	<ul style="list-style-type: none"> <li>Executive</li> <li>Professional Accountability</li> <li>Governance</li> <li>Finance</li> <li>Nominations</li> </ul>
Publications/CPD	<ul style="list-style-type: none"> <li>Ethics</li> <li>Communications/Editorial Board</li> </ul>
Elective	
Events	<ul style="list-style-type: none"> <li>Conference &amp; AGM</li> </ul>
Government Relations/Outreach	<ul style="list-style-type: none"> <li>Interagency &amp; government relations</li> <li>Building partnerships</li> <li>Regional outreach – meetings, events, tradeshow, presentations</li> <li>Credentials Outreach</li> </ul>
Communications	<ul style="list-style-type: none"> <li>Internal (staff time for College Matters, College Connections, College Notice)</li> <li>External promotion (brochures, banners, advertisements, news releases)</li> <li>Website, social media</li> <li>Media tracking</li> </ul>
Contracted Professional Services	<ul style="list-style-type: none"> <li>Financial auditor</li> <li>Legal fees</li> <li>Investigations</li> <li>IT support</li> </ul>

## Priorities

Category	Description	Priorities	Strategic Goals	Responsible Staff/Committee
<b>Operations (fixed costs)</b>	<ul style="list-style-type: none"> <li>Accounting software, banking fees</li> <li>Staff training/PD</li> <li>Professional seals</li> <li>Computer systems (email host, cloud subscriptions, Bambora, Stripe)</li> <li>Office (rent, insurance, phone, internet, furniture, photocopying, stationary)</li> <li>Human Resource management and support</li> </ul>	<ul style="list-style-type: none"> <li>Maintain core College functions to fulfill statutory mandate</li> <li>Identify and implement efficiencies for registrants</li> </ul>	<b>Goal 4: A Healthy and Progressive Organization</b>	<ul style="list-style-type: none"> <li>CEO</li> <li>Registrar &amp; Director of Compliance</li> <li>Director of Practice</li> <li>EO-Comm</li> <li>Reg Officer</li> <li>Finance Officer</li> <li>Admin Officer</li> </ul>
				<ul style="list-style-type: none"> <li>Executive Board</li> <li>Council</li> </ul>
<b>Committees/Boards</b>				
<b>1) Statutory</b>	<ul style="list-style-type: none"> <li>Responsible for ensuring that the College is delivering on its statutory mandate including:</li> </ul>	<ul style="list-style-type: none"> <li>Maintain ongoing statutory functions</li> <li>Develop and implement a Succession Plan for Statutory</li> </ul>	<b>Goal 1: Enhancing Accountability and Transparency</b>  <b>Goal 2: Building Trust and Awareness</b>	<ul style="list-style-type: none"> <li>CEO</li> <li>Registrar &amp; Director of Compliance</li> <li>Director of Practice</li> <li>Reg Officer</li> </ul>

	<ul style="list-style-type: none"> <li>audits, practice reviews and the College's Continuing Professional Development Program (CPD)</li> <li>setting entrance standards for membership and reviewing applications for registration</li> <li>assessing, reviewing, and refreshing accreditation agreements</li> <li>determining whether members have contravened the Act, regulation or the bylaws</li> </ul>	<p>Committee Chairs</p> <ul style="list-style-type: none"> <li>Develop and finalize accreditation agreements for RBTechs and ABTs</li> <li>Review and modernize Accreditation Policy</li> <li>Review and modernize Audit Policy</li> <li>Continue to monitor EGBC's progress on firm regulation</li> </ul>		<ul style="list-style-type: none"> <li>Council</li> <li>Statutory Committee Succession Task Force</li> <li>Nominations Committee</li> <li>Credentials Committee</li> <li>Audit &amp; Practice Review Committee</li> <li>Discipline/ Investigations Committee</li> </ul>
2) Governance	<ul style="list-style-type: none"> <li>Lead strategic functions of the College to enhance the organization's long-term success while maintaining</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the College continues to move forward in meeting its governance mandate</li> </ul>	<p><b>Goal 1: Enhancing Accountability and Transparency</b></p> <p><b>Goal 2: Building Trust and Awareness</b></p>	<ul style="list-style-type: none"> <li>CEO</li> <li>Registrar &amp; Director of Compliance</li> <li>Director of Practice</li> <li>EO-Comm</li> <li>Finance Officer</li> </ul>

3) Publications/ CPD	long-term financial stability	<ul style="list-style-type: none"> <li>• Maintain and improve budget/ business planning</li> <li>• Implement <i>PGA</i> and new bylaws</li> <li>• Develop training for key components of new mandate under <i>PGA</i></li> <li>• Develop reserved practice plan for 2022</li> <li>• Review and revise practice scope for RBtechs and ABTs</li> <li>• Develop new Strategic Plan</li> <li>• Develop rationale and implementation plan for possible 2022 fee increases</li> </ul>	<b>Goal 4: A Healthy and Progressive Organization</b>	<ul style="list-style-type: none"> <li>• Executive</li> <li>• Practice Rights Task Force</li> <li>• RBTech/ABT Scope Task Force</li> <li>• Finance</li> <li>• Nominations</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop policies and programs regarding the College's Code of Ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Produce and distribute College publications to support initiatives</li> </ul>	<b>Goal 1: Enhancing Accountability and Transparency</b>  <b>Goal 2: Building Trust and Awareness</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• EO-Comm</li> </ul>

		<ul style="list-style-type: none"> <li>and competencies</li> <li>• Develop policies and programs regarding Indigenous training</li> <li>• Provide strategic direction for internal and external communications activities</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new Ethics course and exam</li> <li>• Develop Indigenous training course and possible exam</li> </ul>		<ul style="list-style-type: none"> <li>• Admin Officer</li> </ul>
	<i>Events</i>	<ul style="list-style-type: none"> <li>• Provide direction and support annual conference and AGM, outreach and consultation events</li> </ul>	<ul style="list-style-type: none"> <li>• Organize and deliver Annual General Meeting</li> <li>• Organize and deliver webinars and, where possible, in-person information sessions for registrants</li> </ul>	<b>Goal 2: Building Trust and Awareness</b>  <b>Goal 3: Strengthening Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• EO-Comm</li> <li>• Reg Officer</li> <li>• Finance Officer</li> <li>• Admin Officer</li> </ul>
	<i>Outreach</i>	<ul style="list-style-type: none"> <li>• Interagency &amp; government relations</li> <li>• Building partnerships</li> <li>• Regional outreach – meetings, events, tradeshow, presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and maintain constructive relationships with community organizations, industry and federal departments</li> </ul>	<b>Goal 1: Enhancing Accountability and Transparency</b>  <b>Goal 2: Building Trust and Awareness</b>  <b>Goal 3: Strengthening</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• EO-Comm</li> <li>• Reg Officer</li> <li>• Admin Officer</li> </ul>
					<ul style="list-style-type: none"> <li>• Executive Board</li> </ul>



<b>Communications</b>		<ul style="list-style-type: none"> <li>• Continue to work in partnership with BC-based regulatory resource professional associations</li> <li>• Participate in forums, conferences and events to promote the College</li> <li>• Further develop partnerships with academic partners</li> <li>• Work with partners on cross over issues regarding implementation PGA</li> </ul>	<b>Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>• Executive Board</li> <li>• Council</li> </ul>
	<ul style="list-style-type: none"> <li>• Internal to members</li> <li>• External promotion</li> <li>• Website, social media</li> <li>• Media tracking</li> </ul>	<ul style="list-style-type: none"> <li>• College Matters, College Connections, College Notice</li> <li>• Produce and revise brochures, banners, advertisements, news releases as required</li> <li>• Monitor and report out on activities</li> </ul>	<b>Goal 1: Enhancing Accountability and Transparency</b>  <b>Goal 2: Building Trust and Awareness</b>  <b>Goal 3: Strengthening Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• EO-Comm</li> <li>• Reg Officer</li> <li>• Admin Officer</li> <li>• Editorial Working Group</li> <li>• Executive Board</li> </ul>

<b>Contracted Professional Services</b>	<ul style="list-style-type: none"> <li>• Financial auditor</li> <li>• Legal fees</li> <li>• Investigations</li> <li>• IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Contract with professionals as required to ensure all statutory obligations are fulfilled</li> <li>• Contract with support professionals to maintain daily operations of College</li> </ul>	<b>Goal 4: A Healthy and Progressive Organization</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Finance Officer</li> <li>• Reg Officer</li> </ul>
				<ul style="list-style-type: none"> <li>• Finance Board</li> <li>• Discipline Committee</li> <li>• Executive Board</li> </ul>
<b>Special Projects</b>	<ul style="list-style-type: none"> <li>• New database &amp; new website design</li> <li>• 2022 – 2024 Strategic Plan Development*</li> <li>• PGA Implementation*</li> </ul> <p>*See governance</p>	<ul style="list-style-type: none"> <li>• Complete IT upgrade including developing the APRC platform, CPD portal, and election platform</li> <li>• Develop new Strategic Plan</li> <li>• Implement PGA</li> </ul>	<b>Goal 1: Enhancing Accountability and Transparency</b>  <b>Goal 4: A Healthy and Progressive Organization</b>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• EO-Comm</li> <li>• Reg Officer</li> <li>• Finance Officer</li> <li>• Admin Officer</li> </ul>
				<ul style="list-style-type: none"> <li>• Executive Board</li> <li>• Council</li> </ul>