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**ALBERTA INSTITUTE
OF AGROLOGISTS**

Management Practice Standard

Approved by the Competence Committee

Endorsed by AIA Council

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Preface

This practice standard is part of the continuing effort by the Alberta Institute of Agrologists (AIA) to meet its mandate as outlined in the *Agrology Profession Act*. The *Act* specifies that the Institute must establish, maintain and enforce standards of practice as part of the profession's obligation to protect the public in matters related to agrology.

This document was created by the AIA with assistance from a Practice Area Expert Committee (PAEC) consisting of five regulated members of the AIA. Members were selected for their expertise and long-standing practice in management.

This practice standard is the basis upon which practice reviews will be conducted by the AIA. This document will assist members in ensuring that their professional practice meets the standards for education, work experience, skills and performance required for professionals practicing in management.

This document will be reviewed periodically to ensure it is up to date with current standards and state of knowledge for the practice area.

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1. INTRODUCTION

This practice standard applies to regulated members of the Alberta Institute of Agrologists (AIA) who practice or intend to practice in the Management practice area. It defines expectations and outlines requirements regarding professional practice within this area of practice. Documentation of these requirements provides necessary assurance to the public that the Agrology profession has identified requirements for professional practice. Members will then have a benchmark from which to assess their practice and identify potential learning opportunities in their continuing competence program.

Members of AIA have been registered with the Institute as they possess an educational background relevant to the profession of Agrology. A significant number of degrees or diplomas of an Agrologist are science-based and technical in nature and usually do not consist of coursework related to management. There are also Agrologists that take economics, business, farm or ranch management thereby possessing an academic understanding of management. Agrologists generally acquire management knowledge and skills through work experience and professional development courses. The Management practice standard reflects this situation and places more emphasis on work experience and post-degree/post-diploma professional development than on formal education within a degree or diploma program.

Section 40(1b) of the *Agrology Profession Act* states,

“A person must apply for registration if the person intends to provide professional services to the public or to supervise regulated members who provide professional services to the public.”

This section of the *Act* applies to those who supervise (e.g. manage) other regulated members of the Institute and thus regulation of managers is provided for in the *Act*. This practice standard has been developed to provide managers with guidance and direction to ensure that regulated members are managed in a competent manner and the public is assured that management also places priority on the protection of the public interest.

This practice standard forms the basis for implementation of practice reviews for this practice area. Members working within the Management practice area will be able to request a review of their professional practice based on this practice standard. Such a review will provide valuable input for areas of improvement.

1.1. Objectives

The objectives of this practice standard include the following:

- Identify and define the knowledge, training, experience, skills and performance requirements for professional practice within the Management practice area.
- Provide documentation of these requirements so regulated members of AIA may assess their practice against this standard and identify learning needs to ensure they meet the standard.
- Provide a standard against which member’s professional practices may be reviewed by a peer review committee to assist members in identifying areas that may need improvement.
- Provide a mechanism whereby AIA can demonstrate that the profession operates in a manner that protects the interests of the public in matters related to management activities conducted by regulated members of the AIA.

1.2. Definitions

Competence: The ability to perform certain tasks in a professional practice based on educational training, skills and work experience in a manner that meets performance objectives as defined in a practice standard.

Direct Supervision: Guidance and direction provided by a competent professional who accepts responsibility for work conducted by a less experienced professional.

Experience: Knowledge or practical wisdom gained from observation or doing.

Performance: The exercise of knowledge in a professional practice that demonstrates the required ethical conduct and wise judgment as specified within a practice standard.

Practice Area: A unique functional area of professional practice within the agrology profession that requires specialized knowledge, based on education, work experience and skill sets.

Practice Area Expert Committee: A committee of experts who have demonstrated through their professional practice that they have a comprehensive understanding of the requirements for professional practice in a practice area.

Practice Review: A process whereby a peer review panel examines a regulated member's professional practice against a practice standard, to provide input on practice improvement.

Practice Standard: A document that outlines requirements and expectations for professional practice within a practice area.

Professional Practice: The competent and ethical provision of specialized knowledge, recommendations and assessments based on education, work experience and skill sets while being accountable to peers as a regulated member of a professional regulatory organization.

Regulated Member: A member in good standing with the Alberta Institute of Agrologists who holds one of the following designations: PAg (Professional Agrologist) RTAg (Registered Technologist in Agrology), AIT (Agrologist in Training) or ATT (Agrology Technologist in Training).

Skill: An ability developed over multiple years of work experience in a professional practice.

2. SCOPE OF THE PRACTICE AREA

Management is a process of effectively achieving organizational objectives through the efficient use of resources in a changing work environment and marketplace. It employs a set of time-proven principles in the functions of planning, organizing, leading and evaluating. Effective management applies these principles in utilizing physical, financial, human and informational resources efficiently and effectively to achieve organizational goals and social/environmental outcomes.¹

Agrologists provide management leadership in life sciences, environment, agriculture and food. The agrology profession is defined as "...the development, acquisition or application of or advising on scientific principles and practices relating to the cultivation, production, utilization and improvement of plants and animals and the management of associated resources (Section 1(1v) *Agrology Profession Act* 2015). Members involved in the Management practice area are responsible for ensuring that economic, social and environmental outcomes are consistent with organizational objectives as well as professional and ethical objectives of the agrology profession. The Code of Ethics of the agrology profession states, "*The profession of Agrology demands integrity, competence, and objectivity in the conduct of its members while fulfilling their professional responsibilities to the public, the employer or client, the profession and other members* (AIA Code of Ethics). Stakeholders to the profession include: the public, government and agencies, industry, other PAg and professionals relying on PAg advisory services for current and future resource uses. Competent management is critical and will involve both analytical and soft skills.

¹ Management Study Headquarters 2017. <http://www.managementstudyhq.com/what-is-management.html>

Conflict may arise between a member's duty to uphold professional principles and the duty to serve the needs of an employer or a client. Members must distinguish between the role they play as Agrologists and the role management plays. Managers have prerogatives and privilege for making decisions based on a wider range of constraints than those that might be appropriate for an Agrologist. The member must not confuse the role of providing others with information upon which to base a decision with the role of being responsible for making the decision him or herself (*AIA Code of Ethics 2010, Section 1c*).

Management is accomplished by managers who decide on, coordinate and allocate resources with work activities so that they are completed efficiently and effectively with and through other people.² Managers in the profession of agrology play a vital part of providing direction and guidance to the practice of Agrology. They also play a key role in shaping a professional's career and determining what and how work is to be conducted. A manager is responsible to work with and through people to coordinate their work activities to accomplish organizational goals. Ultimately, the responsibility and accountability for a team's performance falls on the shoulders of the manager.

Managers generally are involved in five management functions: planning, organizing, leading, evaluating and developing people to accomplish objectives.^{3,4} The planning function of managers involves identification of organization goals and developing strategies to achieve those goals through implementation of plans that integrate and coordinate activities of employees and the use of other resources. Managers are responsible for ensuring that organizational goals are clearly communicated to employees and provide guidance and direction to those employees to ensure that work activities are consistent with the plan to meet those goals. An imperative of management is to move the organization and people from a current state of operations to a future (and desired state) because of changes expected from regulation, policy, technology, markets and competition.

The organizational function of a manager involves many activities that include determining what tasks are to be done, who is to do them, how the tasks are to be grouped and sequenced, who reports to whom and where decisions are to be made.⁵ The organizational function facilitates the implementation of the management plan for the group. Organizational design and structure helps to show accountability, responsibility and the role of management

Managers play a key leadership (governance) function in an organization and thus must possess leadership qualities and have the respect of those employees for whom they are responsible. This aspect of management, more than any other, requires the manager to have well-developed people skills. Knowing and understanding what motivates an employee; working with and enabling the strengths of an employee; and, identifying any employee development opportunities and providing necessary training and professional development support is vital to effective management. Communication by management to employees/team members/collaborators is an important part of management leadership. Communicating the work plan and how the work outcomes are to be achieved provides information, so employees can be confident that work is completed in a manner consistent with the expectations of their manager(s).

² Robbins S.P., M. Coulter and N. Langton 2009. Introduction to Management and Organizations. Chapter 1 in "Management" (9th edition). Pearson, Prentice Hall publishers, Toronto ON.

³ Ibid.

⁴ Drucker, Peter F. 2008. Management (Revised Edition). HarperCollins Publishers, New York, NY, USA.

⁵ Robbins S.P., M. Coulter and N. Langton 2009. Introduction to Management and Organizations. Chapter 1 in "Management" (9th edition). Pearson, Prentice Hall publishers, Toronto ON.

The manager also plays an important evaluation function in an organization (are we doing the correct things?). After the goals are set (planning), the plans formulated (planning), the structural arrangements determined (organizing), and the people hired, trained, and motivated (leading), there needs to be an evaluation of whether things are going as planned.⁶ Evaluation involves monitoring, assessing and correcting based on the management plan and the intended goals. Evaluation addresses employee, technology and system performance to ensure that outcomes are consistent with the goals to be achieved.

Finally, managers develop people and organizational resources to accomplish goals. Managers are successful when the people they manage succeed and develop into productive employees that are aligned with the goals of the organization. Developing employee abilities, skills and competencies through professional development, mentoring and coaching are part of the people development aspect of management. In addition, successional planning is important to ensure the long-term continuity of the organization's leadership and achievement of organizational objectives. Managers can also develop and lead multi-disciplinary teams with varied skills sets to accomplish established goals.

Members working within the Management practice area of the Agrology profession generally are involved in one or more of the following components of management,

1. Strategic
2. Operational
3. Human Resources
4. Technical
5. Project
6. Marketing and Sales
7. Advocacy and Public Relations

2.1 Strategic

Strategic management plays a vital role in determining the overall direction of an organization. It involves an assessment of the strengths, weaknesses, opportunities and threats faced by the organization. Such analyses are essential for business planning, identifying the best organizational structure, leadership and lines of communication as well as managing risks such as changing regulations and policies, emerging trends and competition, and the need for innovation. It provides a forward-looking evaluation of how organizational goals and objectives align with changing business, environmental and societal expectations and trends.

Typically, strategic management will involve annual strategy planning for the organization to reassess, confirm and/or correct the current course of plans. It may involve foresight and industry scans and market research to understand the trends and any potential changes. Also, as macro level events occur, such as an animal health outbreak, a new trade barrier or a new technology issue, organizations may desire to gain an understanding of these actions against the current plans. Interestingly with the use of the internet, climate policy and more integration with global supply chains, the issue will likely become more important.

Strategic management can also involve providing advice to policy makers and other leaders on critical issues and gaps which will need to be addressed within the overall society and a specific industry. Given the interface of social license, environment and economic integration, the strategic direction and any identified gaps will require professional insight and knowledge.

⁶ Ibid.

2.2 Operational

Agrologists working as operations managers are at the frontline of ensuring that work is completed to achieve organizational goals within industry norms and requirements (e.g. regulations, standards, codes, etc.). This is a multi-faceted role whereby the manager must consider financial, human resource, information technology, supply chain and procurement, and logistics management. To accomplish this, Agrologists often work with other professionals, such as accountants, financial and succession planners, land use planners, engineers, lawyers and human resource specialists, etc., to ensure that work is conducted in a manner consistent with organizational policies, procedures and regulations.

Some of the activities that operations managers are responsible for include:

- a. Stakeholder, business and financial management: Responsibilities may be at the team, division, region or organizational level. This includes budget management, cashflow and balance sheet analysis, performance reporting as well as forecasting. It includes overall macro project management performance and monitoring. Risk management (legal, errors and omissions insurance, financial, personnel, professional) may be a core area. Emerging areas of social license, community consultation and engagement may be involved. Stakeholder and customer service are core functions for management.
- b. Information technology (IT) management: Most IT management is conducted by IT professionals, however, in some cases Agrologists need to be directly involved in IT management. This often includes data management, information acquisition and storage, hardware and software acquisition, overall system management and performance, and data and document governance to ensure legal responsibilities to store and produce documentation are met. It may include privacy and ownership policies on collaborations, shared data and public-private tools, given the trends of smartphones, mobility, home office, working across borders and internet tools.
- c. Supply chain and procurement management: Supply chain and procurement management is particularly important for production-based businesses; however, the procurement of services (e.g., consultants and subcontractors) and management of third party service providers is part of this management type. Management of third party service providers includes ensuring the service providers are conforming to company policies and best practices and are compliant with company safety policies. It also includes other considerations such as materials procurement and management of physical space.
- d. Administration management: Day to day management of operational needs is necessary to ensure employees have the sufficient resources available to complete their work in a safe and efficient manner. This includes a variety of considerations such as office space, office supplies, equipment and tools, vehicle fleet management, etc.

2.3 Human Resources

Human resources (HR) management involves a diverse array of tasks including recruitment, hiring and termination, HR policy development, compensation evaluation, staff performance reviews, management of staff benefits, conflict resolution and staff professional development. It also includes understanding public requirements such as privacy laws, cross-cultural training, insurance policies, worker's compensation, and emergent HR policies. Aspects of human resource management are also involved in the other management components identified in Section 2.

2.4 Technical

Technical (professional) managers are responsible for ensuring that the technical aspects of the work being conducted is done in a scientifically-credible manner according to accepted protocols. They play a vital role in managing the quality assurance and quality control program for any project

involving technical work. To achieve this, managers align people and skills with the work to be done to ensure the competencies (knowledge, experience and skills) are in place to achieve work objectives. Technical managers also develop standard operating procedures for routine work as well as more specialized tasks. They are responsible for ensuring these procedures are communicated to those employees responsible for the work and will conduct or lead work audits to ensure that standard operating procedures are being followed. Technical managers are ultimately responsible for the technical quality in their organization.

Technical managers must have the necessary education and relevant professional work experience to support their technical management decisions, so they can provide credible guidance and direction to employees or team members conducting the work. Technical managers must ensure that they are aware of and address the professional practice standard requirements for the technical area for which they are responsible. For example, technical managers who are responsible for land reclamation work in an organization must assess themselves against the AIA Land Reclamation practice standard and address any limitations they may possess relative to that practice standard.

2.5 Project

Many Agrologists are directly involved in varied project management roles within programs and projects. Project managers are directly involved from inception to closure of a project. Their primary objective is ensuring deliverables are provided to the client, employer or other stakeholders on time and within budget. They also need to satisfy internal requirements and professional guidelines.

The tasks of the project manager are varied and include the following:

- Liaising with potential and existing internal and external stakeholders;
- Responding to RFPs through development of proposals and budgets;
- Regulatory management, meeting regulatory terms and conditions;
- Contract management;
- Safety, risk and emergency response management;
- Establishing and overseeing a project team that has the necessary competencies to complete the work tasks;
- Managing the project team, schedule and work logistics including budget tracking and progress reporting;
- Submitting requests for a scope change, timing and/or deliverables in response to changing project conditions;
- Initiating, evaluating and reporting on project progress;
- Ensuring invoicing is complete/accurate and submitted in a timely manner;
- Ensuring a project has been closed appropriately and conducting project reviews to document lessons learned.

2.6 Marketing and Sales

Marketing and sales managers are responsible for development of marketing materials that describe products and/or services offered by the organization. These managers play a vital role in business development and management of external clients as well as management of new and existing sales. Marketing should reflect a professional approach to the services being provided.

2.7 Advocacy & Public Relations

Advocacy and public relations management involves various activities and considerations and directly influences both the public image of the organization and its social license. Advocacy means using professional findings and experience to advance advice and opinions accurately.

Activities include: advocacy and professional advancement for society and industry; providing leadership in the community to “give back” to the community; and addressing both environmental and societal needs in relation to the business of the organization. Public relations managers may be responsible for press releases and media relations.

3. RECOMMENDED MANAGEMENT TRAINING

Certain knowledge, training and skill sets are required for a practitioner to be proficient within the Management practice area. Many of the items listed below (Table 1) are acquired through work experience; however, some may be acquired through formal or informal training offered through in-house courses or through third-party workshops and training sessions.

The following list of management knowledge, training and skill sets is provided to assist members in their continuing competence program as they strive to enhance their expertise as managers.

Table 1. Recommended management knowledge, training and skill sets for Agrologists working within the Management practice area.

Management Component	Recommended Knowledge, Training and Skill Sets
Strategic	<p><u>Industry:</u></p> <ul style="list-style-type: none"> • Industry awareness • Industry markets and success factors • Industry regulations <p><u>Governance:</u></p> <ul style="list-style-type: none"> • Policy development • Oversight of the Vision/ Mission <p><u>Business:</u></p> <ul style="list-style-type: none"> • Financial reporting • Business forecasting and planning • Risk management • Negotiations <p><u>Organization:</u></p> <ul style="list-style-type: none"> • Organizational design & structure • Organizational behavior performance <p><u>Other:</u></p> <ul style="list-style-type: none"> • SWOT analysis (competitive business analysis) • Innovation, research & development • Professional ethics, standards and code of conduct • Societal and stakeholder awareness/considerations
Operational	<p><u>Business:</u></p> <ul style="list-style-type: none"> • Time management • Effective meetings • Financial reporting • Contract management and legal agreements

	<ul style="list-style-type: none"> • Contractor and service provider management • Negotiations • Procedural analysis and development • Business writing and digital collaboration tools • Business law, registrations and reporting requirements <p><u>Organization:</u></p> <ul style="list-style-type: none"> • Administration management • Continuous improvement (e.g. lean thinking, process efficiency) • Organizational behavior and performance • Staffing and succession <p><u>Other:</u></p> <ul style="list-style-type: none"> • Information and digital technology management • Security and bio-security • Professional ethics, standards and code of conduct • Societal and stakeholder awareness/considerations
Human Resources*	<p><u>Business:</u></p> <ul style="list-style-type: none"> • Teaming agreements and alliances • Labour law and requirements <p><u>People:</u></p> <ul style="list-style-type: none"> • Leadership development • Personality types • Interpersonal communications • Mentoring and coaching • HR performance management • Conflict resolution • Diversity and inclusion • Cross-cultural skills • Group dynamics and team building <p><u>Other:</u></p> <ul style="list-style-type: none"> • Professional ethics, standards and code of conduct
Technical**	<p><u>NOTE:</u> <i>Technical/discipline managers are subject to the practice standard of the practice area for which they are responsible in their organization. Please refer to the appropriate practice standard.</i></p> <p><u>Other:</u></p> <ul style="list-style-type: none"> • Professional ethics, standards and code of conduct • Continuous improvement and upgrading (e.g. technical discipline knowledge) • Multi-disciplinary interactions

<p>Project</p>	<p><u>Operational:</u></p> <ul style="list-style-type: none"> • Proposal development • Project team development, organization and communications • Budget development, task and cost tracking • Project and internal reporting • Project scope change requests • Financial management and reporting • Multi-disciplinary interactions (accountability and responsibility for outcomes) • Stakeholder management • Regulatory compliance and reporting <p><u>Other:</u></p> <ul style="list-style-type: none"> • Professional ethics, standards and code of conduct
<p>Marketing and Sales</p>	<p><u>Business:</u></p> <ul style="list-style-type: none"> • Market research (e.g. service, product and competition trends; non-market goods) • Business development strategies (e.g. new opportunities, changing stakeholder requirements) • Proposal development • Marketing plan development • Financial reporting <p><u>Organization:</u></p> <ul style="list-style-type: none"> • Organizational awareness • Organizational branding and sales management <p><u>People:</u></p> <ul style="list-style-type: none"> • Communications (internal and external) • Sales force planning • Employer, stakeholder and client strategy awareness <p><u>Other:</u></p> <ul style="list-style-type: none"> • Organizational branding • Professional ethics, standards and code of conduct
<p>Advocacy and Public Relations</p>	<p><u>Business:</u></p> <ul style="list-style-type: none"> • Risk and crisis management • Promotional communications • Government relations • Policy development and advocacy <p><u>People:</u></p> <ul style="list-style-type: none"> • Communications (external) • Stakeholder and community outreach • Conflict resolution

	<u>Other:</u> <ul style="list-style-type: none"> • Professional ethics, standards and code of conduct
* <i>Aspects of human resource management are applicable across all management types</i>	
** <i>Managers responsible for a technical agrology practice area within their organization are subject to the practice standard for that practice area (e.g., managers responsible for the Land Reclamation practice within their organization are subject to the requirements of the Land Reclamation practice standard). Please refer to the appropriate practice standard.</i>	
Members adhere to the Code of Ethics for the profession as they serve as professional managers. The Code of Ethics states, “The Profession of Agrology demands integrity, competence and objectivity in the conduct of its members while fulfilling their professional responsibilities to the public, the employer or client, the profession and other members.” (See Appendix B)	

4. WORK EXPERIENCE

Work experience represents a source of knowledge and judgement gained through professional practice rather than through education. Such experience facilitates development of logistical and practical knowledge and skill sets needed to achieve competence within the practice area. Work knowledge and experience is developed in an environment where feedback is available. With progressive experience comes a breadth of knowledge and perspective that facilitates strategic thinking and problem solving.

Importantly, informal training (self-study, on-the-job training, mentoring, networking, internal corporate training, etc.) and formal education with application will and should augment project-based learning and will help provide supplemental guidance and access to new knowledge and management models. There is a tendency for increased informal learning as one's career continues to develop. Also, as one's career develops with experience there is an increase in responsibility, complexity and the need for leadership development.

4.1 Years of Experience

Four levels of work experience are recognized within the Management practice area. It is important that practitioners recognize the limitations of their expertise and do not accept work duties and responsibilities that are beyond their experience level unless the work is conducted during training under supervision (Figure 1, Table 2).



Figure 1. Key differences among four levels of management (adapted from Management Systems 2018, <https://www.mgtsystems.com/management-and-leadership-development>)

The four levels of management are meant to provide guidance for members and provide an overview of the progression of a typical management career. Table 2 is not intended to be an exhaustive list of management duties, but rather to provide an overview to show increasing levels of responsibility and accountability as a manager’s career develops.

It is important to realize that career development varies by aptitudes and abilities of individuals and thus the timelines provided below are expressed as typical years of experience for each level. It is assumed that managers have obtained their professional designation before taking on management responsibilities.

Senior managers often will supplement their learnings in peer groups and networks in which they participate and develop. Middle managers will typically supplement their development with a mentor and peer advisors and other methods. As people gain management experience they often will develop new skills as volunteer board members in the community and with non-profits. Certifications such as Institute of Corporate Directors (ICD.D) and others like the Canadian Association of Management Consultants (CMC) offer other networks for management and board development.

Entry Level Management (typically < 5 years of experience in management).

An entry level manager will have previously gained experience within their discipline to qualify for entry level management. Experiences may include exposure or training in all seven levels of management components (particularly project, and operational management and to a lesser extent, strategic, HR, technical, marketing, and advocacy management). Continued development in these areas will be necessary for career development and movement towards middle and senior management positions. Entry level managers will report to and provide support to middle

and senior managers.

Middle Management (typically 5 to < 10 years of experience in management).

A middle manager will have varied experience within their discipline (or several) and has worked with a variety of projects and stakeholders. A middle manager may have direct reports and/or manage a portfolio of service providers. They may be responsible and accountable for an organizational unit and budget. Supplemental management training beyond the initial Agrologist academic education will have been completed. The middle manager will have peers, provide mentorship and report to a Senior Manager. Middle managers tend to be more involved and have more responsibilities for external stakeholders with respect to business development; project management; meeting management; public engagement; and negotiations. A middle manager's accountability for results increases as well as increased accountability to the public at large.

Senior Management (typically > 10 years of experience in management).

Senior managers typically have 10 or more years of practical experience and training and may be owner-managers of smaller companies or a manager within a larger corporation. Senior managers are responsible for workforce, supply chain and procurement planning and obtaining needed resources. Senior managers will usually have a number of middle managers as direct reports and may be involved with external service providers (e.g. bank, legal counsel, accounting, etc.).

Senior managers are usually involved in more strategic and financial management, may serve on committees reporting to a board of directors and may be involved in development of investor relations materials. They are typically involved with annual and long-range planning; the oversight of operating policies and procedures; leadership; organizational design and structure; delivery of the strategic plan through delegation of accountability for delivery of strategic goals and objectives within the organization; governance; meeting management; client liaison; and the continual task of monitoring organizational performance to achieve desired goals on time and budget.

Executive Management (typically > 15 years of management experience)

Executive management includes owner-managed businesses and up to and including large public companies and non-profits. They provide the corporate business strategy, governance, operations and financial terms of reference for board of director approvals and the related implementation of annual and multi-year business forecasts. This also includes shareholder investment responsibilities and related implementation of policies such as corporate ethics, social responsibility and environmental policy. They will typically have experience on a board of directors and are authorized to speak and act on behalf of the organization.

The Executive management team supports the CEO in the preparation of strategic issues, the handling of significant or fundamental operative matters as well as ensuring internal communications. Executive managers prepare and guide the development of corporate processes and business operations, and the corporation common functions. Executive managers also handle the company's strategy, budget, major procurements and projects, the corporate structure and organization as well as major policies of administration.

Executive management is fully accountable for the company's core business operations, which requires planning of various development processes, principles and practices, as well as

monitoring the development of financial matters and business plans. The fiduciary and legal responsibility and accountability resides with executive managers.

Table 2. Work Experience and Career Development

Management Level	Professional Duties and Key Responsibilities
Entry Level Management	<p><u>Strategic:</u></p> <ul style="list-style-type: none"> • Responsible to support and align with organizational goals and outcomes <p><u>Operational:</u></p> <ul style="list-style-type: none"> • Support middle and senior managers with division/business unit performance (budget, profitability, etc.) • Develop project plans and execution (budget tracking, reporting, etc.) • Supervise projects and staff • Assist in policy development • Responsible for policy administration and adherence of division • Understand and manage group dynamics; chairing meetings <p><u>Human Resources:</u></p> <ul style="list-style-type: none"> • Support team/division oversight and supervision • Mentorship and coaching • Staff professional development • Staff performance reviews and compensation • Receive mentorship in subject areas where they have limited expertise <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Recognize when other expert, professional and peer reviews are required • Design collection of field data • Analyze and interpret data • Technical leadership and QA/QC • Project team development <p><u>Project:</u></p> <ul style="list-style-type: none"> • Project or program management <p><u>Marketing and Sales:</u></p> <ul style="list-style-type: none"> • Provide support to middle and senior management with business development plan and marketing implementation <p><u>Advocacy and Public Relations:</u></p> <ul style="list-style-type: none"> • Alignment with organizational brand
Middle Management	<p><u>Strategic:</u></p> <ul style="list-style-type: none"> • Develop team specific goals to align with organization outcomes • Develop team specific metrics to measure performance • Report to senior managers on alignment with organization goals, outcomes and performance

	<p><u>Operational:</u></p> <ul style="list-style-type: none"> • Manage staff, entry level managers, contractors and service providers • Negotiations, contracts, authorized approvals and signoff • Understand and manage group dynamics; chair/manage meetings • Support government relations and policy development <p><u>Human Resources:</u></p> <ul style="list-style-type: none"> • Workforce planning • Personnel reviews and compensation planning • Supervise entry level managers and provide mentorship • Team/Division oversight and supervision • Aware of expertise limitations and seek advice from other professionals • Develop skills and experience for continued career growth • Receive mentorship in subject areas where they have limited expertise <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Review and recommend changes to standard operating procedures • Make recommendations or decisions on project execution • Make decisions in field operations • Review, write and deliver reports • Technical leadership and QA/QC <p><u>Project:</u></p> <ul style="list-style-type: none"> • Manage projects, contractors and staff • Plan and execute projects • Develop work plans <p><u>Marketing and Sales:</u></p> <ul style="list-style-type: none"> • Provide support to senior management by assisting with business development planning and marketing strategy development and implementation <p><u>Advocacy and Public Relations:</u></p> <ul style="list-style-type: none"> • Engage with and manage stakeholders • Communicate and liaise with regulatory personnel and landowners
Senior Management	<p><u>Strategic:</u></p> <ul style="list-style-type: none"> • Develop group/multi-team specific goals to align with organizational strategy • Develop group/multi-team specific metrics to measure performance • Report to executive managers on alignment with organization goals, outcomes and performance • Participate in strategic planning sessions, business forecasting and decision making • Implement the company's strategies, finances, major procurements and projects, the corporate structure, administration and HR policy issues

	<p><u>Operational:</u></p> <ul style="list-style-type: none"> • Manage relationships with business peers and service providers • Lead government relations and policy development • Implement policies such as corporate ethics, social responsibility and environmental policy • Develop, review and sign-off on standard operating procedures • Complete delegated financial decision-making responsibilities • Support organization-wide financial decision-making • Liaise with regulatory personnel • Review and deliver reports • Understand and manage group dynamics; chair meetings <p><u>Human Resources:</u></p> <ul style="list-style-type: none"> • Identify key strategic hires • Provide mentorship to management and staff • Receive mentorship in subject areas where they have limited expertise • Manage personnel • Aware of expertise limitations and seek advice from other professionals <p><u>Technical:</u></p> <ul style="list-style-type: none"> • Expert and subject matter witness • Act as technical advisor • Develop and manage project quality assurance and quality control <p><u>Project:</u></p> <ul style="list-style-type: none"> • Sponsor and direct projects • Manage financial aspects as needed • Accountable for overall project development, execution, completion and stakeholder satisfaction <p><u>Marketing and Sales:</u></p> <ul style="list-style-type: none"> • Responsible for development and execution of the business development and marketing plan • Communicate market trends and associated change management <p><u>Advocacy and Public Relations:</u></p> <ul style="list-style-type: none"> • Engage stakeholders • Understand and represent stakeholder and public interests • Act as a key representative for their organization
Executive Management	<p><u>Strategic:</u></p> <ul style="list-style-type: none"> • Engage key stakeholders • Lead government relations and policy development • Identify and manage strategic issues • Develop and lead the company's strategy, finances, major procurements and projects, the corporate structure and organization as well as major policies of administration and HR policy issues • Lead and develop new initiatives <p><u>Operational:</u></p>

	<ul style="list-style-type: none"> • Complete organization-wide financial decision-making responsibilities • Lead development of policies such as corporate ethics, social responsibility and environmental policy • Manage significant or fundamental operative matters as well as ensure internal communications • Prepare and guide the development of corporate processes and business operations and the corporation common functions • Plan various development processes, principles and practices • Monitor the development of financial matters and business plans • Understand and work with international and national trade agreements <p><u>Marketing and Sales:</u></p> <ul style="list-style-type: none"> • Responsible for overseeing and guiding the business development and marketing plan • Ensure marketing plans and strategies are aligned with organization vision and strategic plan • Communicate market trends and associated change management <p><u>Advocacy and Public Relations:</u></p> <ul style="list-style-type: none"> • Act as a key representative and “face” of their organization • Identify and implement means to support community and society
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5. PERFORMANCE REQUIREMENTS

In addition to the General Practice Standard that applies to all AIA members (see Appendix A), specific performance requirements have been developed for this practice area. The following performance requirements outline the expectations of the professional working within the Management practice area.

Regulated members stay current with industry and stakeholder research, legislation, directives, guidelines, industry standards and other reference documentation related to management.

Regulated members:

- Regularly review the reference material used to support their practice and obtain most current versions when available.
- Attend conferences, workshops and updates related to management.
- Communicate with regulators, research scientists, educators and other practitioners to ensure they remain up to date with current management practice, knowledge and trends.

Regulated members understand the limits of their knowledge, skills and experience and seek the expertise of other professionals where necessary.

Regulated members:

- Make appropriate scientific, technical, practical and logistical decisions based on their education and experiential knowledge in management.
- Apply their skills and use sound judgement in an ethical manner.
- Seek advice and input from other professionals when their expertise is insufficient to make

competent decisions and recommendations.

Regulated members clearly understand their role within the practice area.

Regulated members:

- Understand their role in project management and do not exceed the boundaries of that role.
- Do not accept management roles that are beyond their expertise and work experience level unless they conduct it under the direct supervision of a qualified regulated professional.
- Only accept responsibility for another professional's work when they are confident, through direct supervision or interaction, that the professional has completed the work in a competent manner.

Regulated members clearly understand a project's scope and terms of reference and ensures alignment with a project execution plan.

Regulated members:

- Understand the objectives, scope and deliverables for a project and work within the terms of reference for the project.
- Use a consistent and thorough process for management of a project.
- Regularly review the project execution plan and approved budget to ensure alignment with project goals and objectives.

Regulated members strive for continuous improvement.

Regulated members:

- Seek advice from other professionals to enhance their knowledge of management practices.
- Participate in knowledge sharing with other members to advance professional practice in management.
- Document best management practices and implement these practices where feasible.

Regulated members review the requirements of this practice standard and address any practice deficiencies through their ongoing continuing competence program.

Regulated members:

- Conduct self-assessments based on education, work experience, skill set and performance requirements indicated within this practice standard.
- Review their self-assessment with a senior qualified professional.
- Identify any deficiencies and develop a plan to address them.
- Regularly participate in the AIA continuing competence program as required by the Agronomy Profession Act.

6. REFERENCE MATERIAL

The following are some recommended references useful for practitioners in the Management practice area. This list is not intended to be a complete list of references. There are also numerous digital sources (podcasts, pdfs, websites) that are reliable sources from reputable authors.

General

Ray Dalio, 2017. Principles. Simon & Shuster, New York, NY.

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- Human Resources Brene Brown 2013. The Power of Vulnerability.
- Brene Brown 2010. The Gifts of Imperfection. Published by Hazelden, Center City, Minnesota, USA.
- Marcus Buckingham and Donald A. Clifton 2005. Now, Discover Your Strengths. Published by the Free Press. A Division of Simon & Shuster, New York, NY.
- Chip and Dan Heath 2010. Switch: How to Change Things When Change is Hard. Published by Random House Canada, Toronto, ON.
- James Kouzes and Barry Posner 2017. The Leadership Challenge. Published by John Wiley & Sons, Hoboken, NJ.
- Daniel Pink 2011. Drive: The Surprising Truth About What Motivates Us. Published by Riverhead Books. A Division of Penguin Random House, New York, NY.
- Simon Sinek 2011. Start with Why: How Great Leaders Inspire Everyone to Take Action. Published by the Penguin Group, New York, NY.
- Simon Sinek 2014. Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Published by the Penguin Group, New York, NY.
- Simon Sinek 2017. Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team. Published by the Portfolio/Penguin, New York, NY.
- Practice Management Roger Ailes, 1988. You Are the Message. Published by Doubleday, New York, NY.
- Ram Charan, 1998. Boards at Work. Published by Jossey-Bass. San Francisco, CA.
- Robert Craven, 2001. Kick-Start Your Business. Virgin Books.
- David Maister and Charles Green, 2000. The Trusted Advisor. Published by Touchstone, New York, NY.
- Alan Weiss, 2011. The Consulting Bible. Published by Wiley.
- Operations John Black, 1998. World Class Production System. Published by Crisp Publications.
- John Black, 2008. Lean Production. Published by Industrial Press Inc., New York, NY.

Richard Macinnes, 2002. Lean Enterprise Memory Jogger. Published by Goal/QPC.

Finance

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Alan Donnahoe, 1990. What Every Manager Should Know about Financial Analysis. Published by Fireside.

Strategy

Marcus Buckingham, 1999. First, Break All the Rules: What the World's Greatest Managers Do Differently. Published by Simon & Schuster, New York, NY.

James C. Collins, 2004. Good to Great: Why Some Companies Make the Leap and Others Don't. Published by Random House Business Books.

Malcolm Gladwell, 2006. Blink: The Power of Thinking Without Thinking

John Kotter, 1998. Leading Change. Published by Little, Brown and Company, New York, NY.

Patrick Lencioni, 2012. The Advantage: Why Organizational Health Trumps Everything Else in Business. Published by Jossey-Bass, San Francisco, CA.

Neil Perkin, 2017. Building the Agile Business Through Digital Transformation. Published by Kogan Page Ltd., London, UK.

Marketing

Malcolm Gladwell, 2011. Outliers: The Story of Success. Published by the Penguin Group, London, England.

Malcolm Galdwell, 2002. The Tipping Point: How Little Things Can Make a Big Difference. Published by Back Bay Books.

Daniel Pink, 2012. To Sell is Human: The Surprising Truth About Motivating Others. Published by Riverhead Books, the Penguin Group, New York, NY.

Jack Trout, 2004. Trout on Strategy. Published by McGraw Hill, New York, NY.

Viveka von Rosen, 2012. LinkedIn Marketing. Published by John Wiley & Sons, Indianapolis, Indiana.

7. SUMMARY

This document describes the educational requirements, work experience, skill set and performance expectations for professional practice within the Management practice area for the Agrology profession. It provides direction to members of the Alberta Institute of Agrologists who are practicing or who wish to practice within this practice area to ensure they are qualified to conduct work in this area.

Members practicing within this practice area are required to review this document and assess their educational background, work experience, skill sets and performance against the recommendations and expectations herein. Where deficiencies are noted members are expected to develop a plan to address these deficiencies through their individual continuing competence programs. Members are expected to understand the limits of their own knowledge and expertise and seek additional advice and professional support as required.

This practice standard will form the basis of ongoing practice reviews conducted by the Institute and the basis for review should a member be subject to a complaint. It is the responsibility of the member to be aware of the contents of this practice standard.

APPENDIX A

The following General Practice Standard applies to all registered members of the AIA. This General Practice Standard is to be adhered to as well as this detailed practice standard for the Land Reclamation practice area.

GENERAL PRACTICE STANDARD FOR ALL REGISTERED MEMBERS OF THE ALBERTA INSTITUTE OF AGROLOGISTS

The General Practice Standard applies to all registered members of the Alberta Institute of Agrologists. The purpose of the document is to describe the duties and responsibilities that are incumbent upon each member of the profession. It is the responsibility of each registered member to conduct themselves in accordance with these standards. Registered members will be measured against these standards by the Institute, the public, employers, clients and colleagues. The Standard describes the values of the Institute and the profession, and the expectation for each registered member.

PROFESSIONAL RESPONSIBILITY

Each registered member of the Alberta Institute of Agrologists (AIA) is required to uphold the standards and reputation of the agrology profession and professional principles.

Indicators

The registered member has a duty to protect the public and to conduct his or her work with an appropriate standard of care.

Standard of care: Standard of care is the legal duty to exercise the watchfulness, attention, caution and prudence that a reasonable professional in the same circumstances would exercise. If a professional's actions do not meet this standard the professional may be found negligent or to have committed unprofessional conduct.

The registered member is personally responsible and accountable for ensuring that his or her agrology practice and conduct meet the requirements of the practice area(s), practice standards, current legislation, regulations and policy.

The registered member will practice with honesty, integrity and respect, and comply with the AIA's Code of Ethics.

The registered member will sign or co-sign a report only if he or she is willing to accept full responsibility for the contents of the report.

The registered member may delegate portions of the work to competent practitioners under the registered member's direct supervision. The registered member will accept responsibility for that work and provide additional quality assurance/quality control to determine the sufficiency of that work. Registered members will not sign any document for which they will not take full responsibility for the contents of the document.

The registered member will hold the public interest paramount and endeavor to put service above gain and excellence above quantity.

COMPETENCY

The registered member will practice only in an area(s) where the member has demonstrated competence.

Indicators

The registered member will only practice unsupervised in the practice area(s) where the member's education, skills, and experience fulfill the practice area qualifications and the registered member believes he or she is competent. If a registered member's education, skills, and experience do not meet the requirements of the practice area, the member will practice *only* under the direct supervision of a qualified, registered professional who is competent to do the work and who will give appropriate direction to the registered member.

The registered member, if called upon by the profession, a judicial review or a court ordered request, must be able to clearly demonstrate the knowledge and skill sets gained to enable them to practice in any practice area(s) in which the member deems himself or herself competent to practice.

The registered member will undertake continuing professional development (CPD) with the majority of the CPD hours directly relevant to his or her practice area(s). The registered member commits to reporting his or her CPD activities on the member profile as activities are completed.

The registered member will continually update his or her scientific and standard industry practice knowledge related to the member's practice area(s).

The registered member will demonstrate critical thinking when planning, implementing and evaluating all aspects of the work and making any recommendations as a professional.

The registered member is able to show his or her reasoning in reaching decisions through accurate and clearly written documentation.

The registered member will advise the AIA of any changes to his or her practice area(s), particularly when a new practice area is chosen. The registered member will specify the knowledge and skills that have been acquired to support work in the new practice area.

PROVISION OF SERVICE TO THE PUBLIC, A CLIENT OR AN EMPLOYER

The registered member will promote the qualified, competent and ethical professional role and accountability of Agrologists to the public, other professionals, and themselves.

Indicators

The registered member will prepare accurate, concise and clearly written reports and correspondence that are appropriate for the intended audience.

The registered member will communicate clearly and respectfully with a variety of people, including his or her employer, colleagues, clients, members of the public and regulators.

The registered member will advise the client if the work is outside of his or her practice area(s) and if the member will be unable to fulfil the terms of reference for the work.

The registered member will make a referral to seek advice, and enter into collaborations with other professionals in situations which require expertise that extend beyond the member's competence.

The registered member will avoid situations where a conflict of interest exists or where the duties and loyalty owed by a member to one party likely will be, is, has been, or perceived to be, in conflict with the duties or loyalties the member owes to another party.

The registered member will extend public knowledge of their area of expertise whether it is in agriculture, the environment, food sciences or life sciences, and promote factual and accurate statements on matters regarding these areas.

STEWARDSHIP

The registered member will advocate and practice good stewardship of all agricultural and environmental resources based on sound scientific principles.

Indicators

A registered member will consider monetary issues, social values, rational application of sound science, lesson of valid experiences, economic impacts to the geographic region, and impacts on future generations when conducting his or her work.

A registered member will inform the client or employer of any action planned or undertaken by the client or employer that he or she believes is detrimental to good stewardship or in breach of known legislation, regulations or policies.

SAFETY

The registered member understands his or her obligation for promoting public and worker safety and considers the health of the environment, health of the consumer, industrial safety, construction safety and the general operational safety of projects.

Indicators

A registered member will demonstrate concern for the immediate and long-term direct effects of agricultural and environmental practices on the safety of workers by being aware of, and evaluating risks.

A registered member will balance the claims of producers and needs and wants of a consuming public against the potentially competing claims for safety of the environment and the interests of individuals and businesses affected by their proximity to agricultural operations. The registered member is aware that the public expects and demands a safe supply of food, not only for current use but also for future generations.

APPENDIX B

CODE OF ETHICS

“The Profession of Agrology demands integrity, competence and objectivity in the conduct of its members while fulfilling their professional responsibilities to the public, the employer or client, the profession and other members.”

Members should be aware of any other laws and responsibilities in regard to other business and voluntary activities which may impact their ethical conduct.

Guidelines to the Ethical Responsibilities of Agrologists

The purpose of the following guideline is to clarify the intent of the Code of Ethics and the understanding of the nature of the professional obligations that arise out of the document. Throughout, it is recognized that membership is a right granted by the public to the regulated member (member) to practice Agrology in such a way that the public interest is served. It is also understood that, just as the individual member has an obligation to conduct business in an ethical and competent manner, colleagues and the Institute share the moral responsibility of protecting their Agrologists and the field of agrology against any unfounded and unjust criticisms.

1) Among the regulated member’s professional obligations to the public are the responsibilities:

a) To practice only in those practice areas where the member’s training, ability, and experience make him/her professionally qualified.

The public has given a right to the Professional with the trust and expectation that those activities are undertaken with competence. A member will not make misleading statements regarding his/her qualifications. A member will actively pursue professional knowledge upgrading specific to their practice area(s) in order to remain competent in his/her field of expertise. A member will make referrals to seek advice, and enter into collaborations with other professionals in situations which require expertise that extend beyond the individual member’s competence.

b) To express a professional opinion only when it is founded on adequate knowledge and experience, and where the member has an understanding of the situation and context in which this opinion is being offered.

Members must clearly distinguish among facts, assumptions and opinions in their preparation of reports and professional statements. Professional opinions should be clearly stated and should include clear indications of the constraints that apply to the opinion, and the relevant qualifying circumstances, facts and assumptions.

Members should exercise care that work they conduct cannot in any way be seen to support or make possible any morally suspect or illegal purposes. In the extreme, this caution might cause a member to refrain from association with enterprises or individuals whose objectives and probity are subject to questions.

Members who act as expert witnesses and provide opinion evidence for the purpose of litigation should not take a partisan position. Agrologists must provide evidence as impartial experts and must not do so as advocates of their client or employer. While acting as an expert witness, a member’s role is to assist the judge/jury/panel with technical matters which are beyond the expertise of the tribunal.

c) To advocate and practice good stewardship of all agricultural and environmental resources based on sound scientific principles(s).

Stewardship requires making complex choices based on a variety of relevant but not necessarily compatible factors. Good stewards must consider, but not necessarily be limited to: monetary matters, social values, the rational application of sound science, the lessons of valid experience, impacts on the economic health of the community at large, and the impacts on future generations. Because of the position of public trust, a member's duty is to uphold professional principles above and beyond the demands of employment.

Conflict may arise between a member's duty to uphold professional principles and the duty to serve the needs of an employer or a client. Members must distinguish between the role they play as Agrologists and the role management plays. Managers have prerogatives and privilege for making decisions based on a wider range of constraints than those that might be appropriate for an Agrologist. The member must not confuse the role of providing others with information upon which to base a decision with the role of being responsible for making the decision him or herself.

If a member believes there is a serious conflict between the requirements of employment and a member's professional principles, a member should inform/or consult the Registrar or any other appropriate persons about the conflict. Members may seek advice and support for the position from the Institute.

d) To extend public knowledge of agriculture and the environment and to promote truthful and accurate statements on sustainable agricultural systems and environmental matters.

Members should strive to develop appropriate involvement with schools, agencies and organizations insofar as such outreach activities can help ensure the dissemination and discovery of sound and appropriate agricultural environment knowledge. Members should attempt to correct misleading or erroneous statements on agricultural matters whenever and wherever such statements are encountered.

e) To have proper regard for the safety of others in all work.

Members must understand their obligation for promoting safety. Members should consider the impact the exercise of their professional duties will have upon the health of the environment, industrial safety, and health of the consumer, construction safety and the general operational safety of completed projects. Members must demonstrate concern for the immediate and long-term direct effects of agricultural and environmental practices on the safety of workers by being aware of and evaluating risks.

The public expects and demands a safe supply of food, not only for current but also for future generations. Members must balance the claims of producers and consuming public against the potentially competing claims for safety of the environment and the interests of individuals and businesses affected by their proximity to agricultural operations.

2) A member's responsibility to the client or Employer is:

a) To act conscientiously and diligently in providing professional services.

Members should endeavour to put service above gain and excellence above quantity. If a member becomes aware of errors or omissions in his/her work, he/she must report the same to his/her client or employer, and immediately work to remedy such errors or omissions.

Expect as required by law, to maintain the confidentiality of client and employer information unless given the explicit consent of the client or employer.

b) A member should consider all information received from a client or employer as confidential unless such information is in the public domain.

Information obtained during and specific to a professional contract situation is confidential and must not be disclosed to others or used by the members outside that contracted situation without the consent of the client or employer. However, technical expertise gained by a member through work may be used in subsequent projects without consent from other parties.

c) To obtain a clear understanding of the client's or employer's objectives.

Members must clearly understand the objectives of the client or employer. Members must make inquiries regarding such objectives to ensure that professional services are provided in the context of complete and accurate information. It is recommended that all oral communication that is material to the delivery of professional services be confirmed in writing.

d) To inform the client or employer of any action planned or undertaken by the client or employer that a member believes is detrimental to good stewardship or in breach of known laws or regulations.

It is a member's duty to advise a client or employer of the consequence of questionable actions and inform the client or employer of the facts that lead the member's belief that the action is detrimental to good stewardship.

e) To refuse any assignment that creates a conflict of interest.

A conflict of interest exists where the duties and loyalty owed by a member to one party are, are likely to become, or to a reasonable, informed and objective observer would appear to be in conflict with the duties or loyalties the member owes to another party.

A member should not accept an assignment in which he/she has a personal or business interest unless that interest is disclosed and approved by the client or employer.

Where a member is in a position of providing professional services to more than one party with different interests in the same or related matter, the member must explain the significance of acting for more than one party to each of the affected clients or employer(s) (the parties) and obtain the written consent of the parties to continue working for more than one party. If any of the parties fail to give their consent the member must then determine whether it is possible to act on behalf of a subset of the parties without conflict. If conflict cannot be eliminated by acting only on behalf some of the parties, then the member should advise all the parties that he/she cannot continue to act for any of them in the matter that generates the conflict of interest.

Members must also advise the parties that no information received in connection with the common matter from the one can be treated as confidential so far as any of the other parties are concerned.

f) To not accept compensation from more than one employer or client for the same work, without the consent of all.

Members need to distinguish between the data or product, which becomes the property of the client; and the process or technical experience, which remains the property of the member.

3) The Agrologist's Responsibility to the Profession is:

a) To inspire confidence in Agrology by maintaining high standards in conduct and work.

A member must keep in mind that the work of an Agrologist is continuously open for public scrutiny and it is the responsibility of each individual to build and maintain a positive image of the field and the profession. Not only must a member perform his/her duties of employment to a high level of excellence, but the conduct of that member must also be of high standard.

b) To support activities for the advancement of the profession.

Members have an obligation to participate in the activities of the Institute (i.e., meetings, elections, holding office, mentoring) as the individual members situation and opportunities allow.

Members need to be constantly aware they are Agrologists and should, by their conduct, provide a positive image of the profession. Each member must be prepared to personally promote Agrology in personal contacts and communications, and to participate in specific promotional initiatives organized by the professional organizations.

c) Where a member believes another individual may be guilty of infamous or unprofessional conduct, negligence or breach of the Agrology Profession Act or bylaws:

to raise the matter with that individual and

if not resolved or if otherwise deemed necessary to inform the Registrar of the Institute in writing.

A member should ensure that the facts and understanding of the misconduct are correct. Consultation with a colleague or Registrar is encouraged if it may help clarify the issue. Members should make every effort to raise and resolve the issue in a candid and professional manner. Agrologists should note that only in exceptional circumstances is it inappropriate to raise such a matter with the other member if done courteously and politely.

d) To state clearly on whose behalf professional statements or opinions are made.

A professional opinion or statement prepared by an Agrologist is for a specific situation and set of circumstances. The content of a professional opinion should include the context in which it is made.

e) To sign and seal only those plans, reports, and other documents for which the members are professionally responsible and which were prepared by or under the direction of the member.

Members who affix their seal and/or signature assume responsibility for and understand the document. The responsible professional must have exercised sufficient control and association with the document so he/she can sign and seal the document based on personal knowledge. Members will not associate themselves with documents, reports or statements that misrepresent, distort or omit material facts. Members should familiarize themselves with information that details the procedures and protocols that are associated with the use and practice of sealing professional works.

4) A member's professional responsibility to other members is:

a) To abstain from undignified or misrepresentative public communication with or about members.

Conduct between members should be characterized by respect, courtesy, honesty, and good faith. Direct and honest criticism between professionals is acceptable and professional debate is encouraged when characterized by fairness and propriety.

Members should be courteous when criticizing the work of another member and be as careful with a colleague's reputation as they would be with their own. Members will advise another regulated member in advance if they are reviewing/critiquing the other's work for a specific project. An individual member will not make statements or representations on behalf of the Institute without prior authorization.

b) To give credit for professional work to whom credit is due.

Members should always acknowledge the work and contributions of others when directly using that work in whole or in part. Members should clearly understand and appreciate that the unpaid use of marketable processes and technology developed by another member could jeopardise that other member's livelihood.

Members will follow the rules and law of copyright. Members will secure releases for any data, process (es), and publication(s) obtained from written or electronic sources.

c) To share knowledge and experience with other members.

Each member has a duty to new members and to the future of the Institute to be available as a mentor for new members. Individual members should offer and seek out constructive professional discussion and debates with colleagues to maintain a vibrant and progressive profession.

Code of Ethics, Revised September, 2010