



**Professional Engineers**  
Ontario

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# Council Meeting

513th Meeting of Council  
of Professional Engineers Ontario

to be held on  
Thursday, June 22, 2017  
5:30 p.m. – reception  
6:00 p.m. – dinner  
7:00 – plenary session

Friday, June 23, 2017  
7:45 – 8:45 a.m. – breakfast  
9:00 a.m. – 4:00 p.m.

PEO Council Chambers  
8th Floor  
40 Sheppard Avenue West  
Toronto, Ontario

Thursday, June 22, 2017

1. Reception – 5:30 p.m. to 6:00 p.m.  
Dinner – 6:00 p.m. to 7:00 p.m.  
(8<sup>th</sup> Floor Dining Room)
  
2. Plenary Session – 7:00 p.m. to 9:00 p.m.  
(8<sup>th</sup> Floor Council Chambers)
  1. GLP Audit Report Recommendations  
Implementation Plan (Presentation attached)



C-513-PLENARY

***“Take an interest **in them and**  
**they will take an interest in you.”*****

**Report by Government Liaison Committee (GLC)**

Presented by Darla Campbell, P.Eng., Chair, GLC

Council Plenary

22 June 2017



- 2005 - **Government Liaison Program (GLP)** established to achieve a better understanding and broader acceptance by government of the:
  - Professional Engineers Act
  - Role and jurisdiction of PEO
  - PEO's policy direction
- 2011 - **Government Liaison Committee (GLC)** established to provide oversight and guidance for the GLP



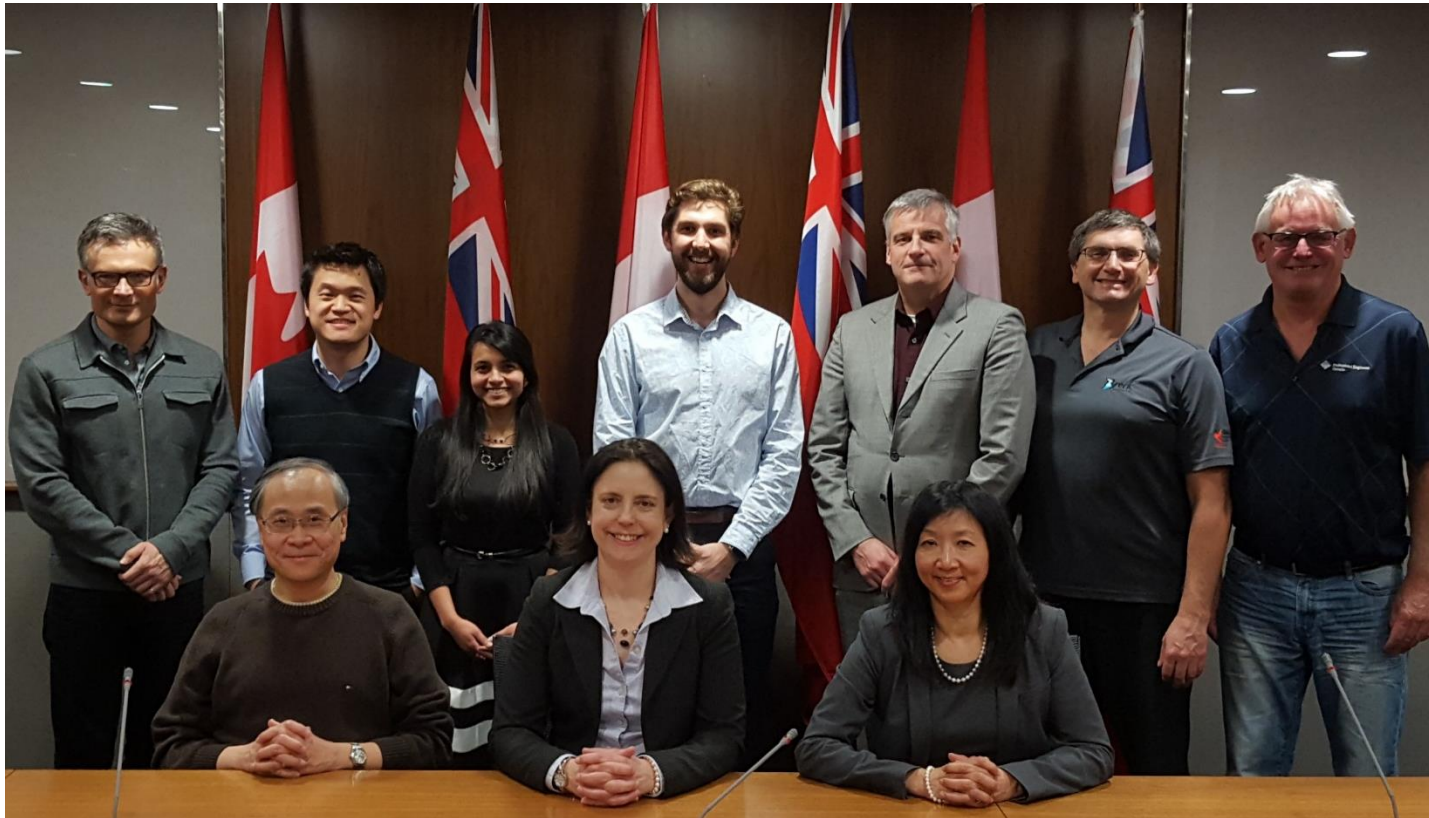
- Feb 5, 2016: Council passed a motion to undertake a review of the Government Liaison Program (GLP)
- Review - to determine whether **the GLP is operating as designed** and whether it is **achieving the expected results**
- Don Dickson, D & B Dickson Management Solutions Inc engaged



- Nov 18, 2016 - Report presented to PEO Council
- Review found that **the GLP was meeting its intended objective**
- 32 recommendations made to further improve the program
- GLC to develop a plan to implement the recommendations and report to Council in June



# WHY ARE WE HERE TODAY?



Government Liaison Committee (GLC)'s report on  
**Enhancing PEO's Government Liaison Program (GLP)**  
Implementation Plan for the GLP Audit Recommendations

- **Council Plenary Presentation and Report** on the GLP Audit Implementation Plan:
  - audit recommendations
  - further enhancements to the program
  - vision for GLP



Categories of focus in the audit report:

- Achieving GLP Objectives (5)
- Reporting (2)
- Training (6)
- GLP Weekly Newsletter (8)
- Activities and Events (2)
- Chapter GLP Support and Communication (4)
- MPP Suggestions (3)
- Implementation (2)

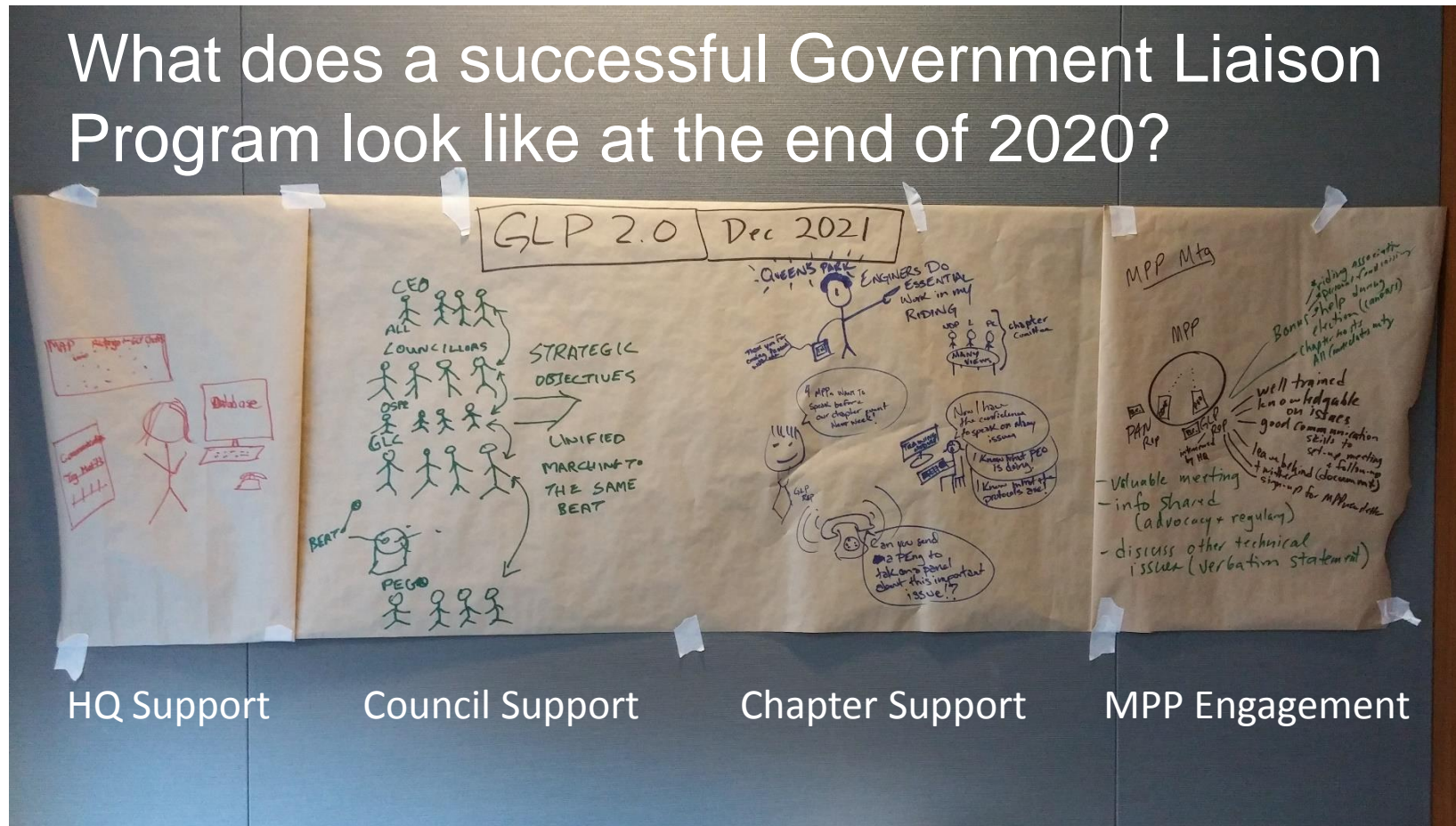
See **Appendix B** for the Implementation Plan for 32 recommendations





# BEYOND 32 RECOMMENDATIONS.....

## What does a successful Government Liaison Program look like at the end of 2020?



HQ Support

Council Support

Chapter Support

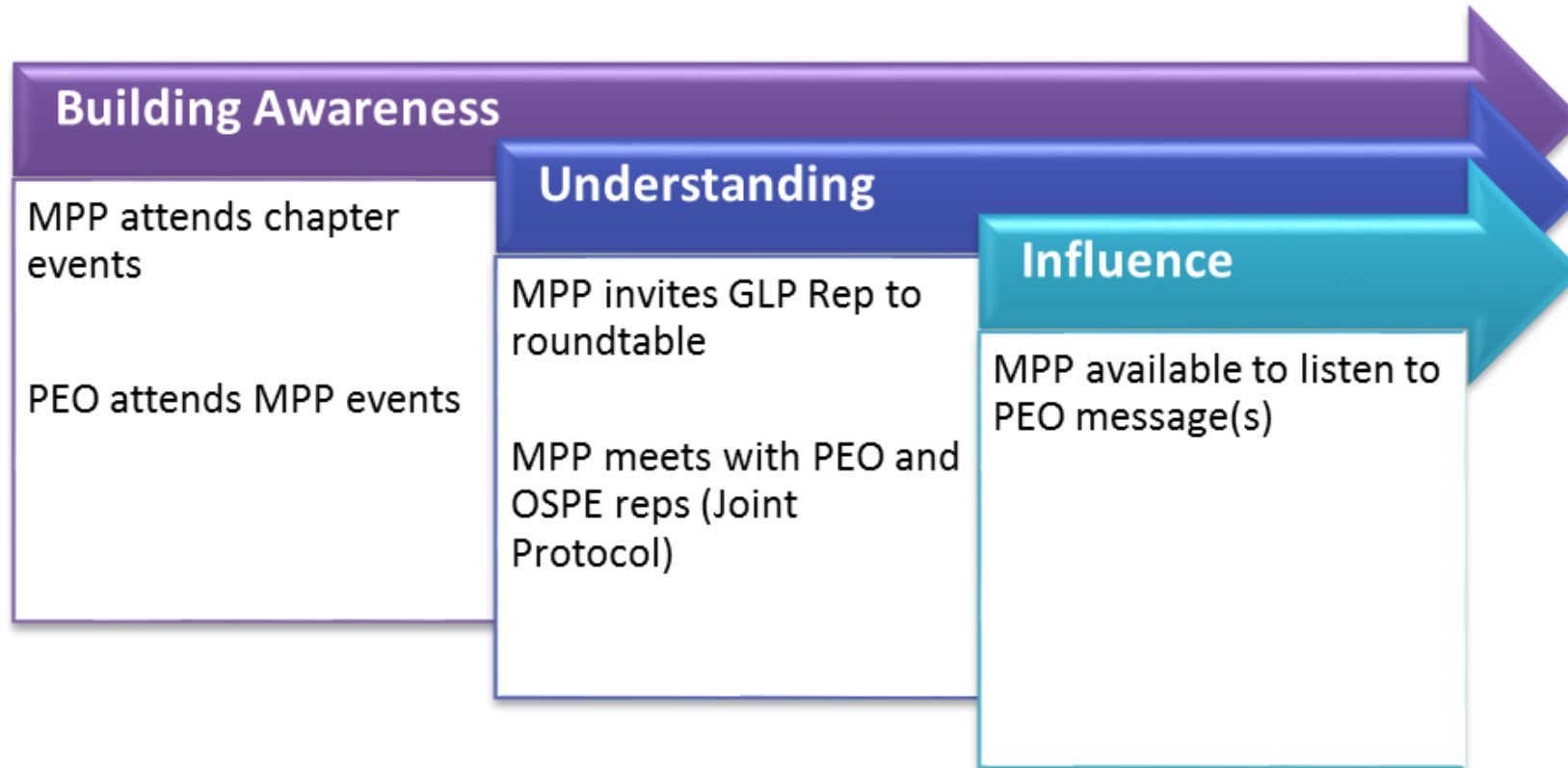
MPP Engagement



“Seek first to understand, then to be understood.”  
- Stephen Covey

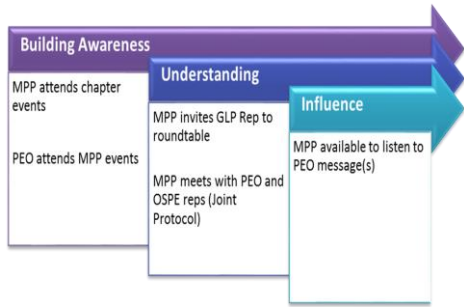
## Enhancing PEO's

# Government Liaison Program (GLP)





# 5 KEYS OF ACCOUNTABILITY



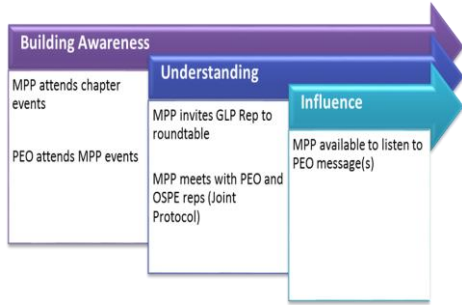
1. Reporting and accountability of the program with Council.
2. Activities within GLP are delivered in a consistent manner. ←
3. Working together with OSPE on provincial government issues.
4. Working together with Engineers Canada on federal government issues.
5. Government is listening to us. ←

5 CHALLENGES → 5 ENHANCEMENTS



## 1. Reporting & Accountability

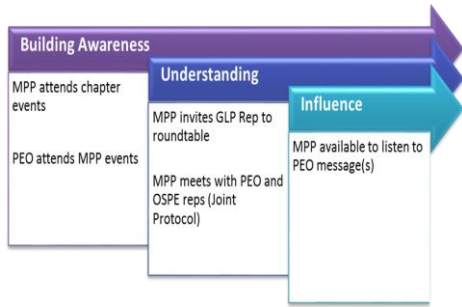
- Reporting and accountability of program with Council



KEY 1: REPORTING AND ACCOUNTABILITY		Metrics
<b>1a</b>	Establish regular reporting to Council and Executive Committee (i.e. standing agenda item) with metrics against objectives. R7	Report activities against objectives to Council.
<b>1b</b>	Council to approve objectives for program or affirm existing ones. R1, 4, 5	
<b>1c</b>	Council to approve policies to govern operation of GLP (through GLC).	Approved objectives and policies in place.
<b>1d</b>	Terms of reference for GLC to be revised and name change. R5	Revised ToR for GLC/new name done.



## 2. Delivered in Consistent Manner



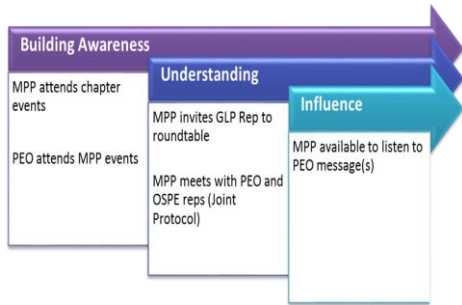
- Message being DELIVERED to MPPs
- Message being RECEIVED by MPPs
- Report back from GLP Reps

	KEY 2: DELIVERED IN CONSISTENT MANNER	Metrics
2a	Key messages for MPPs to be approved by GLC and issued quarterly to GLP Reps. R16	Report on key messages delivered to MPPs (on riding basis) and when.
2b	MPP interaction database to report meetings and show trends. R6	
2c	Support for meetings through HQ to ensure consistent delivery.	
2d	GLP Reps selected to ensure a good fit with the MPP. R24	
2e	Orientation for new GLP Reps provided within 30 days of appointment, prior to contact with MPP. R8to13	Track and report to GLC on orientation and training for each GLP Rep.
2f	Training and coaching provided to GLP Reps. R8to13	



## 3. Working Together with OSPE

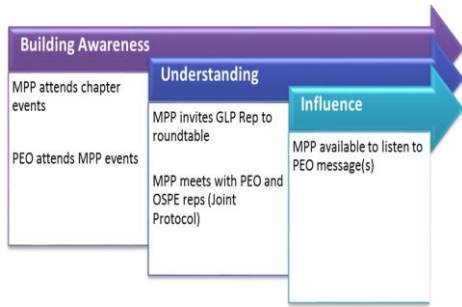
- Working together with OSPE (with MPPs) on provincial government issues



	KEY 3: WORKING WITH OSPE (WITH MPPs)	Metrics
3a	Joint Protocol for meetings (PEO GLP and OSPE PAN reps both attend). R22	Report on number of meetings with MPPs with joint reps compared with all MPP meetings.
3b	OSPE rep serves on GLC as liaison on the PAN program. R3, 22	
3c	Define a process to coordinate messages between PEO and OSPE for meetings with MPPs, on an as needed basis, depending on issue that requires coordination. R29	
3d	Regulatory issues subcommittee to track emerging issues and coordinate with OSPE on provincial issues. R3	OSPE rep active participant on subcommittee.



## 4. Working with Engineers Canada

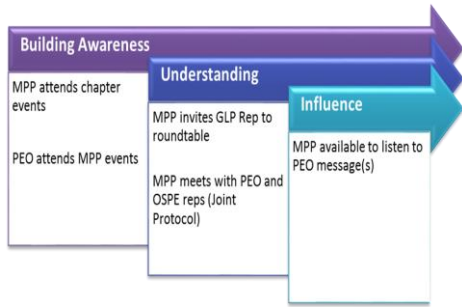


- Working together with Engineers Canada (with MPs) on federal government issues

	KEY 4: WORKING WITH ENGINEERS CANADA (WITH MPs)	Metrics
4a	Engineers Canada rep serves on GLC as liaison on the Bridging Engineers and Government program. R3	
4b	Regulatory issues subcommittee to track emerging issues and coordinate with Engineers Canada on federal issues.	Engineers Canada rep active participant on subcommittee.



## 5. Government is Listening to Us



- Build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO’s role and position on issues (key messages)

	KEY 5: GOVERNMENT IS LISTENING TO US	Metrics
<b>5a</b>	Build relationships with local MPPs by i) creating awareness of PEO and ii) gaining an understanding of PEO’s role and position on issues (i.e. key messages). R28	
<b>i</b>	Build awareness by inviting MPP to attend chapter events and PEO attending MPP events. R22	<i>Awareness (scorecard)</i> # PEO events MPP attends. # MPP events PEO attends.
<b>ii</b>	Gain understanding in meetings with MPP (key messages). R23	<i>Understanding (scorecard)</i> # Interactions where PEO delivers key messages to MPP. # Joint GLP/PAN meetings hosted with MPPs.
<b>5b</b>	The goal of building relationships is to become a “trusted advisor” where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. R2	# Contacts from gov’t (staff and political) for information or advice to GLP Rep and to PEO directly.

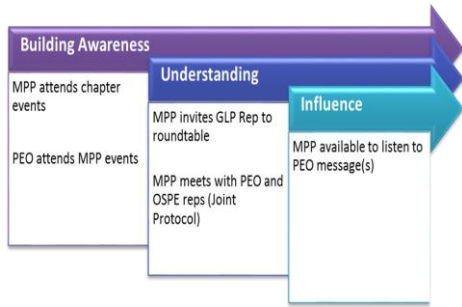




Categories of focus in the audit report:

- R1, R2, R3, R4, R5 • Achieving GLP Objectives
- R6, R7 • Reporting
- R8, R9, R10, R11, R12, R13 • Training
- R14, R15, R16, R17, R18, R19, R20, R21 • GLP Weekly Newsletter
- R22, R23 • Activities and Events
- R 24, R25, R26, R27 • Chapter GLP Support and Communication
- R28, R29, R30 • MPP Suggestions
- R31, R32 • Implementation

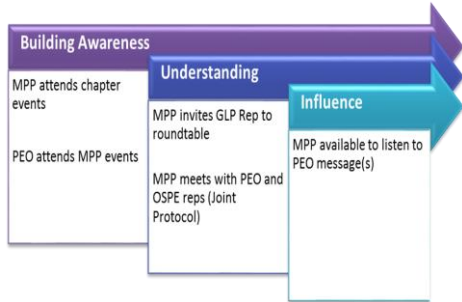
See **Appendix B** for actions related to all 32 recommendations



Successful GLP requires support of four pillars:

- HQ Support
- Council Support
- Chapter Support
- MPP Engagement





## UNDERSTANDING

- MPP invites to roundtable events
- GLP Rep attends meeting with MPP



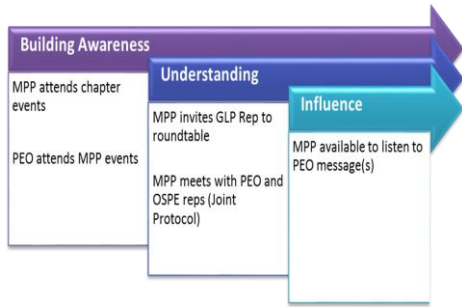
## BUILDING AWARENESS

- MPP attends Chapter events
  - Certificate Ceremony
  - Take Your MPP to Work Day
- Chapter attends MPP events



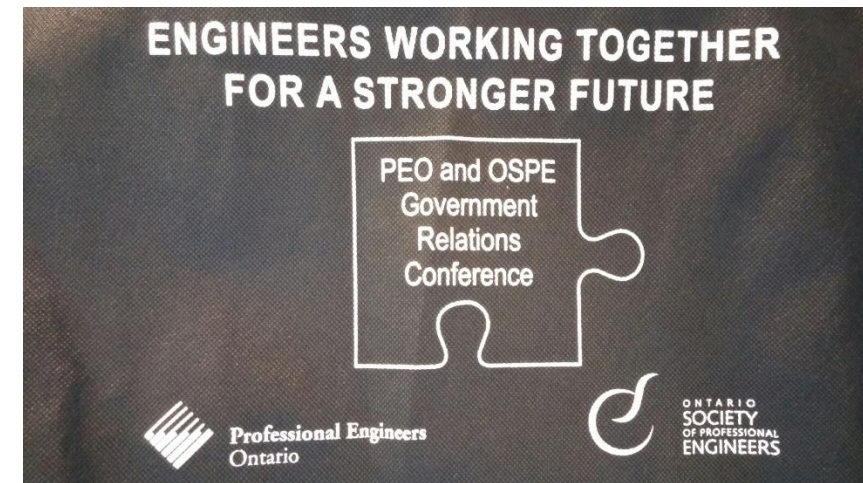
## INFLUENCE

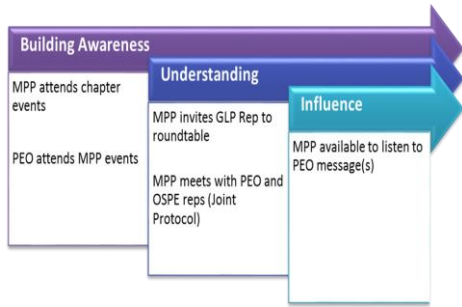
- MPP available to meet when PEO has key message



HQ supports the program with program management which includes:

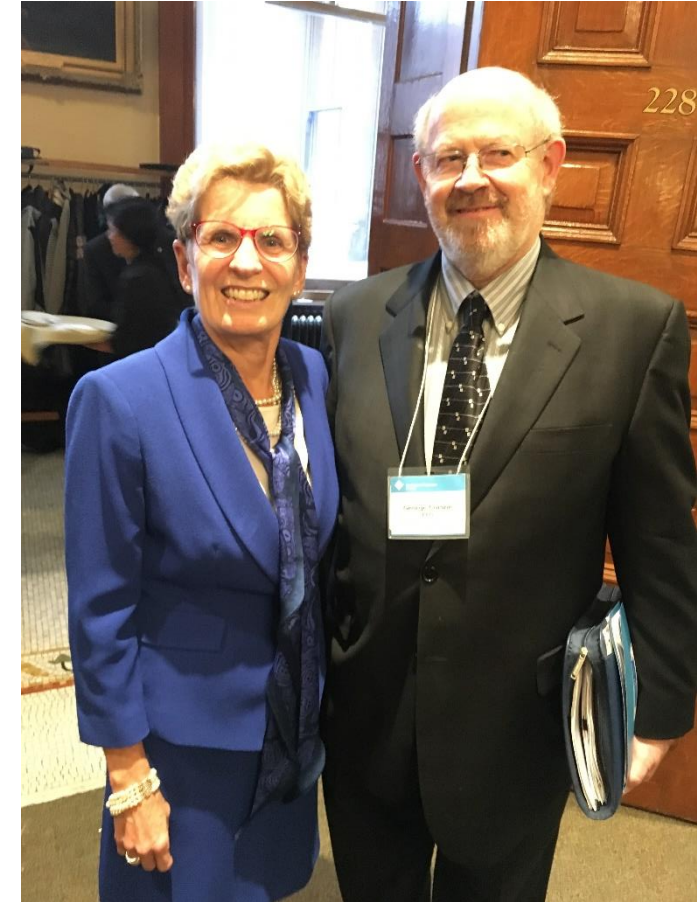
- MPP Interaction Database (new)
- Training of GLP Reps for certification (new)
- Tracking of regulatory issues: GLC to work with PEO staff who monitor proposed legislation to detect any potential incursions on the self-regulating role of PEO
- Enhancing communication





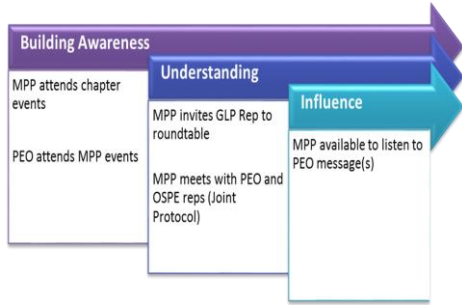
Key items for approval by Council include:

- GLP Implementation Plan (this report)
- Objectives of the program or reaffirm existing ones
- Policies to govern operations of GLP (through GLC)
- Revised terms of reference for GLC, including name change
- Annual work plan (as required by all committees)



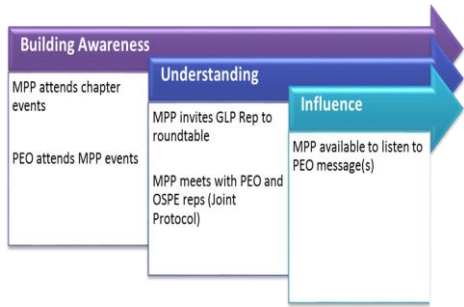


# PILLARS OF SUCCESS CHAPTER SUPPORT



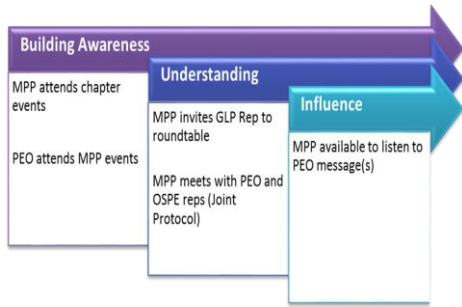
- **36 chapters active** in GLP activities that are aligned with the program objectives, reporting to MPP Interaction Database
- **Take Your MPP to Work Day** is a highlight for each MPP and is delivered on annual basis



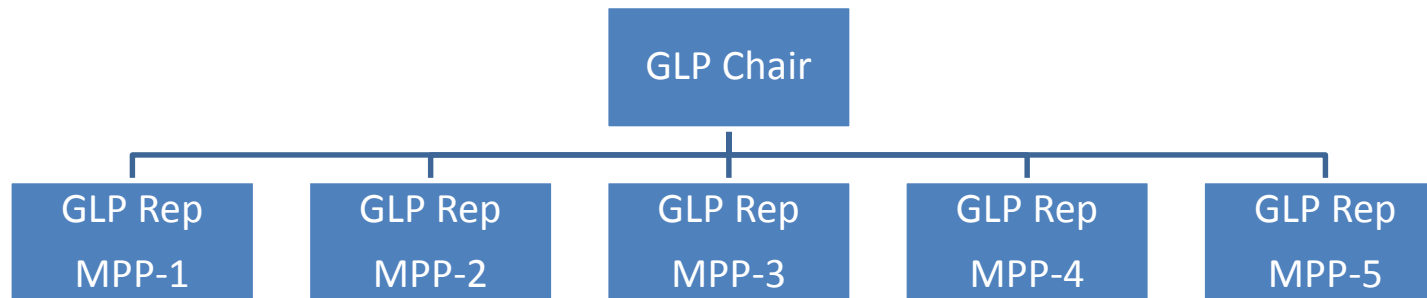


- Move to a model with **one certified GLP Rep for each MPP** where the GLP rep either lives or works in the riding of the MPP and agrees to attend the required training to become certified.
- 107 MPPs now, will be 122 MPPs after the 2018 election

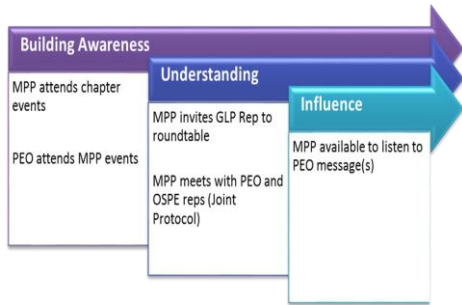




- Robustness to succession planning with a GLP team at each chapter
- Chapters continue to select the GLP Chair to coordinate the activities of the GLP Reps in the chapter and report to Chapter Executive. GLP Chair can also serve as a GLP Rep (matched with the MPP) when selected through the process to serve as a GLP Rep

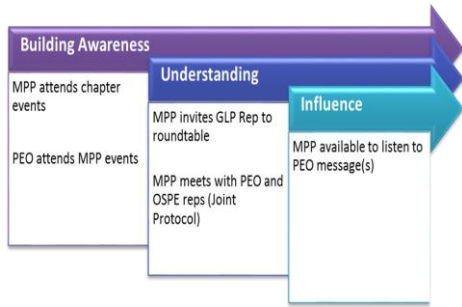






- The GLP Rep selection process to be developed in conjunction with Chapters and Council to ensure their professionalism and a good fit with the MPP.
- As the GLP Rep represents PEO to the MPP (i.e. the government) it is a joint responsibility between Chapters and Council that we put our best foot forward.



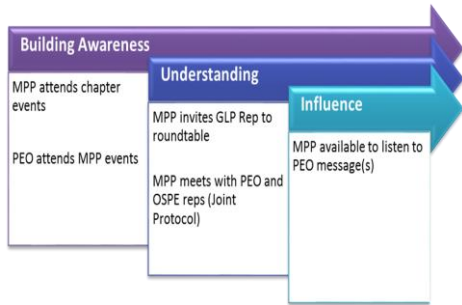


Reallocate existing budget for priorities PLUS:

- MPP Interaction Database
- Certification Training
- Promote Cooperation
- Visibility of GLP Reps

## BUDGET ITEMS

- IT budget estimate
- \$25,000 (one-time)
- \$10,000/year travel
- \$2,500/year
- Included in current budget



## NEXT STEPS



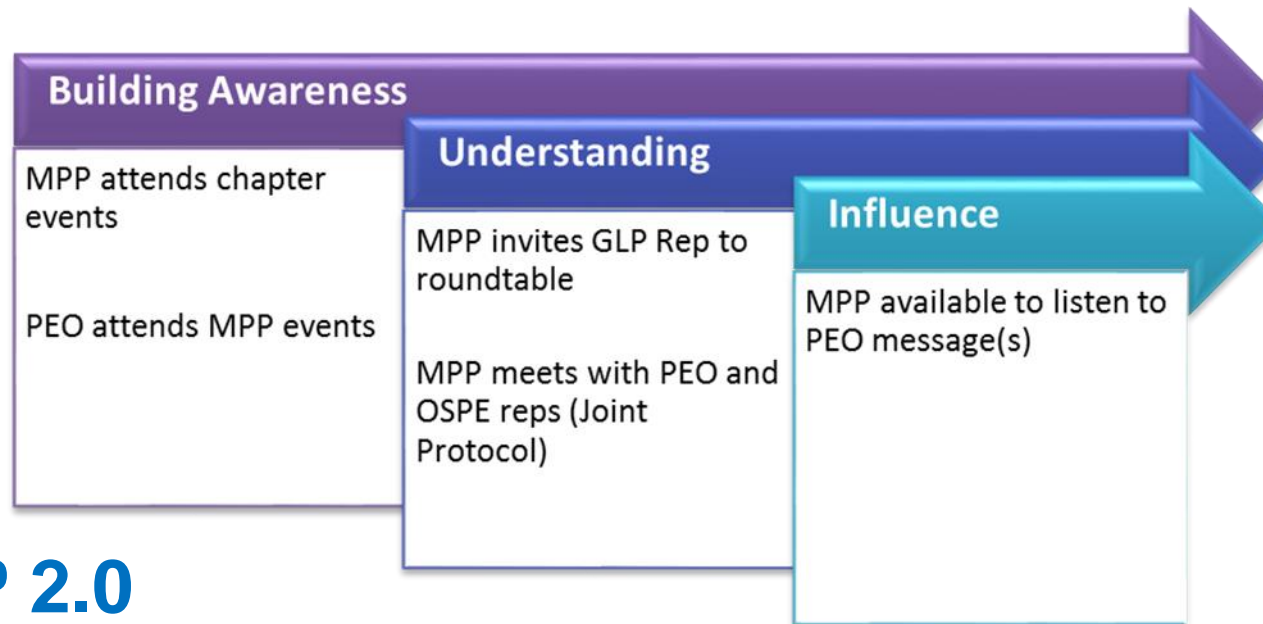
- GLP Implementation Plan presented at June Council for approval
- GLC actions the Plan
- Submit budget requests for 2018



***“Take an interest **in them and they will take an interest in you.**”***

**“Seek first to understand, then to be understood.”**

**- Stephen Covey**



## Introducing GLP 2.0

**Enhancing PEO’s Government Liaison Program (GLP)**

# Briefing Note - Decision

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C-513-1.1

## APPROVAL OF AGENDA

**Purpose:** To approve the agenda for the meeting.

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

**That:**

- a) the agenda, as presented to the meeting at C-513-1.1, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

**Prepared by:** Dale Power, Secretariat Administrator

## Appendices:

- Appendix A – 513<sup>th</sup> Council meeting agenda

C-513-1.1  
Appendix A

# Agenda

## 513<sup>th</sup> Meeting of the Council Professional Engineers Ontario

**Date:** Thursday, June 22 and Friday, June 23, 2017  
**Time:** Thursday - 5:30 p.m. – reception; 6:00 p.m. – dinner;  
 7:00 p.m. – 9:00 p.m. – meeting  
 Friday – 9:00 a.m. – 4:00 p.m.  
**Place:** PEO Offices – 8<sup>th</sup> Floor Council Chambers OR Dial-in: 1-888-866-3653  
 40 Sheppard Avenue West Participant Code: 9394319#  
 Toronto, Ontario

### Thursday, June 22nd – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<b>PLENARY SESSION</b>	
1. GLP Audit Report Recommendations Implementation Plan	Darla Campbell

### Friday, June 23rd – 9:00 a.m. – 4:00 p.m.

<b>CALL TO ORDER</b>			
<b>1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
<b>2. PRIORITY ITEMS</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
2.1	APPEALING A DIC PANEL DECISION	Registrar McDonald	Decision
2.2	THE PEO DISCIPLINE FRAMEWORK	Councillors Fraser/ Lederman	Decision
2.3	COUNCIL TERM LIMITS TASK FORCE RECOMMENDATIONS	Vice President Hill	Decision
2.4	GLP AUDIT REPORT RECOMMENDATIONS IMPLEMENTATION PLAN	Councillor Turnbull	Decision
2.5	2018 BUDGET ASSUMPTIONS	Councillor Wesa	Decision
2.6	ELECTION MATTERS – ISSUES REPORT AND PROCEDURES	Past President Comrie	Decision

2.7	FUNDING PROPOSAL FOR THE 2017 OPEA	Vice President Hill	Decision
2.8	COUNCIL LIAISON APPOINTMENTS	President Dony	Decision
2.9	CHANGES TO COMMITTEES/TASK FORCES ROSTER	Councillor Bellini	Decision
2.10	COMMITTEE HR AND WORK PLANS	Councillor Bellini	Decision
2.11	COMMITTEE TERM LIMITS COMPLIANCE REPORT	President Dony	Information
2.12	COMMITTEES/TASK FORCES TERMS OF REFERENCE	President Dony	Decision
<b>3.</b>	<b><u>CONSENT AGENDA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>
3.1	OPEN SESSION MINUTES – 511 <sup>TH</sup> COUNCIL MEETING – MARCH 24, 2017	Chair	Decision
3.2	OPEN SESSION MINUTES – 512 <sup>TH</sup> COUNCIL MEETING – APRIL 22, 2017	Chair	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Bellini	Decision
<b>4.</b>	<b><u>IN-CAMERA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>
4.1	IN-CAMERA MINUTES – 511 <sup>TH</sup> COUNCIL MEETING – MARCH 24, 2017	Chair	Decision
4.2	APPOINTMENT OF ADDITIONAL MEMBERS TO 2017-2018 CENTRAL ELECTION AND SEARCH COMMITTEE	Past President Comrie	Decision
4.3	HRC UPDATE	President Dony	Information
4.4	COMPLAINTS REVIEW COUNCILLOR REPORT	Johnny Zuccon/ Evelyn Spence	Information
4.5	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.6	LEGAL UPDATE	Linda Latham	Information
4.7	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
<b>5.</b>	<b><u>INFORMATION ITEMS</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>
<b>ONGOING ITEMS</b>			
5.1	STRATEGIC PLAN UPDATE	Registrar McDonald	Information
5.2	PUBLIC INFORMATION CAMPAIGN (PIC) TF UPDATE	Vice-President Spink	Information
5.3	STATUS OF COMPLAINTS AND DISCIPLINE PROCESS TASK FORCE RECOMMENDATIONS	Registrar McDonald	Information
5.4	LEGISLATION COMMITTEE UPDATE	Councillor Bellini	Information
5.5	REGIONAL COUNCILLORS COMMITTEE UPDATE	Councillor Turnbull	Information

5.6	OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE	President Dony	Information
5.7	ENGINEERS CANADA UPDATE	Chris Roney	Information
5.8	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.9	COUNCILLOR ITEMS	Chair	Information
<b>6. <u>CONCLUSION</u></b>			
6.1	CHAIR EVALUATION (IN CAMERA)	All Councillors	

### **Councillors Code of Conduct**

Council expects of itself and its members ethical, business-like and lawful conduct. This includes fiduciary responsibility, proper use of authority and appropriate decorum when acting as Council members or as external representatives of the association. Council expects its members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

PEO is committed that its operations and business will be conducted in an ethical and legal manner. Each participant (volunteer) is expected to be familiar with, and to adhere to, this code as a condition of their involvement in PEO business. Each participant shall conduct PEO business with honesty, integrity and fairness and in accordance with the applicable laws. The Code of Conduct is intended to provide the terms and/or spirit upon which acceptable/unacceptable conduct is determined and addressed.

At its September 2006 meeting, Council determined that PEO volunteers should meet the same obligations and standards regarding conduct when engaged in PEO activities as they are when engaged in business activities as professional engineers.

[s. 2.4 of the Council Manual]



**2017 Council Committee Meeting/Mailing Schedule**

**2017 Council Mailing Schedule**

2017

<b>Meeting #</b>		<b>Meeting Date</b>	<b>Initial BN Due Date – Members at Large</b>	<b>Initial BN Due Date – Councillors/Staff</b>	<b>Initial Agenda Mailing Date</b>	<b>Supp. Agenda <sup>1</sup> Due Date</b>	<b>Supp. Agenda Mailing Date</b>
513	Council	June 22-23	June 2	June 6	June 9	June 13	June 16
249	Executive	July 20	June 27	July 4	July 6	July 10	July 13
514	Council	Sept. 21-22	Sept. 1	Sept. 5	Sept. 8	Sept. 12	Sept. 15
250	Executive	Oct. 17	Sept. 26	Sept. 29	Oct. 3	Oct. 5	Oct. 10
515	Council	Nov. 16-17	Oct. 27	Oct. 31	Nov. 3	Nov. 7	Nov. 10

<sup>1</sup> - requires the approval of the Chair or Registrar

**Upcoming Events**

<b>Date</b>	<b>Event</b>	<b>Location</b>
Saturday, November 18, 2017	Chapter Leaders Conference	Toronto, Ontario
Saturday, November 18, 2017	OPEA Gala	Toronto, Ontario
Friday, April 20, 2018	Volunteer Leaders Conference Order of Honour Gala	Westin Harbour Castle Toronto, Ontario
Saturday, April 21, 2018	Annual General Meeting	Westin Harbour Castle Toronto, Ontario

# Briefing Note – Information

C-513-1.2

## **PRESIDENT'S/REGISTRAR'S REPORT**

**Purpose:** To inform Council of the recent activities of the President and the Registrar.

**Motion(s) to consider:**

none required

President Dony, P.Eng., and Registrar McDonald, P.Eng., will provide a verbal report on their recent PEO activities.

## **POLICY – PEO APPEALS OF DISCIPLINE COMMITTEE DECISIONS**

**Purpose:** To establish criteria for when it would be appropriate for the Registrar to appeal a decision or order of the Discipline Committee.

**Motion to consider: (requires a simple majority of votes cast to carry)**

That Council approve the Policy: PEO Appeals of Discipline Committee Decisions, as presented to the meeting at C-513-2.1, Appendix A.

**Prepared by:** Gerard McDonald, P.Eng., Registrar

**Moved by:** Dave Brown, P.Eng., President-Elect

### **1. Need for PEO Action**

- At its September 23, 2011 meeting, Council approved by motion twenty-four of the recommendations contained in the Complaints and Discipline Process Task Force, Final Report to Council (“Report”), dated September 23, 2011.

Recommendation 19 of the Report reads as follows: *“That the registrar develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee.*

*Rationale – From time to time, it may be in PEO’s or the public interest to appeal a decision.”*

Appeals, by either party to the proceedings, are authorized by section 31 of the *Professional Engineers Act*. Other regulators have exercised similar powers from time to time. It appears that prior to February, 2017, no appeal had ever commenced by PEO from any decision of the Discipline Committee. While it is expected that appeals from Discipline Committee decisions by PEO would be quite rare, given the fact that Notice of Appeal by PEO in respect of a Discipline Committee Decision was filed with the Divisional Court in February, 2017, and the fact that this Report recommendation has remained unaddressed, the attached policy identifying the criteria for when the Registrar may appeal a decision of the Discipline Committee has been developed.

### **2. Proposed Action / Recommendation**

- Council approval is required to give the Registrar *pro forma* direction on how to proceed when faced with circumstances articulated in the Policy. Time is of the essence when deciding whether to appeal as notice is required to be filed with the Divisional Court within approximately 30 days of the date of a DIC Decision.

### **3. Next Steps (if motion approved)**

- The Registrar will take appropriate action in accordance with the Policy when circumstances warrant.

- The Policy will be periodically reviewed by Council (every five years is suggested) to ensure that it continues to be appropriate and provides an up-to-date framework in which decisions can be made and implemented.
- Funds for legal opinions and possible court actions will be drawn from PEO's existing budgets for Legal Services

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• The criteria developed by other self-regulatory bodies, suggested by external counsel and others were considered in the development of the attached Policy.</li> </ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• The Policy was reviewed by:             <ul style="list-style-type: none"> <li>- Complaints Committee</li> <li>- Discipline Committee</li> <li>- Legislation Committee</li> </ul> </li> </ul>

#### 5. Appendices

- Appendix A – Policy: PEO Appeals of Discipline Committee Decisions
- Appendix B – Complaints and Discipline Process Task Force, Final Report to Council, September 23, 2011



C-513-2.1  
Appendix A

<b>Policy - Appeals of Discipline Committee Decisions</b>	Date of Policy: May 17, 2017
	Approved by: PEO Council
	Review Date: May, 2022

<b>Policy Statement</b>	<p>PEO’s object is to regulate the practice of professional engineering and to govern its license holders in accordance with the Act, the regulations and the by-laws, in order that the public interest may be served and protected.</p> <p>As such, PEO may be required to appeal decisions of the Discipline Committee from time to time.</p>
<b>Purpose</b>	<p>The purpose of this policy is to set out the criteria that must be met for PEO, through the Registrar, to appeal a Discipline Committee decision or order.</p>
<b>Application and Scope</b>	<p>The Legislation:</p> <p>The Discipline Committee (“DIC”) is an adjudicative body that hears and determines matters referred to it by: the Complaints Committee under section 24 of the <i>Professional Engineers Act</i> (“PEA”); the Executive Committee or Council under section 27.1 of the PEA; or the Registrar under section 37 of the PEA. DIC acts independently of the Council and the other Committees of Council.</p> <p>Under section 30 of the PEA, the parties to a hearing before DIC are “the Association” (PEO) and the member or holder “whose conduct is being investigated.”</p> <p>Appeals are authorized by section 31 of the PEA. Either party to the proceedings has the right to appeal a decision. In addition, as a professional regulator, PEO may have an obligation to appeal questionable decisions made contrary to the public interest.</p> <p>Subsection 31(3) provides:</p> <p>“An appeal under this section may be made on questions of law or fact or both and the court may affirm or may rescind the decision of the committee appealed from and may exercise all powers of the committee and may direct the committee to take any action which</p>

	<p>the committee may take and as the court considers proper, and for such purposes the court may substitute its opinion for that of the committee or the court may refer the matter back to the committee for rehearing, in whole or in part, in accordance with such directions as the court considers proper.”</p> <p>Despite the breadth of its powers under subsection 31(3), the Divisional Court will generally grant deference to DIC on questions of fact, on questions of mixed fact and law, and on some questions of law. In such cases, the Court will generally require that the decision be shown to be “unreasonable”, before it will set it aside.</p>
<b>Appeal Criteria</b>	<p>The Registrar may appeal a decision or order of the Discipline Committee, if, in his or her opinion, the decision:</p> <ul style="list-style-type: none"> <li>a. Raises a question of jurisdiction;</li> <li>b. Raises a question of fact or law with implications for future decisions, or an issue which may affect the public interest;</li> <li>c. Raises a question of procedural fairness.</li> </ul>
<b>Notification to Council</b>	<p>Notice of appeal is required to be served within 30 days of the date of a DIC Decision, and subsequently filed with the Divisional Court. The Registrar will inform Council of any appeals filed at the earliest opportunity thereafter.</p>
<b>Responsibility</b>	<p>The Registrar has the administrative and functional responsibility for the maintenance and implementation of this policy.</p>



**Professional Engineers  
Ontario**

C-513-2.1  
Appendix B  
Previously presented to  
Council at C-472-2.4

# **Complaints and Discipline Process Task Force Final Report to Council**

**September 23, 2011**

## **Task Force Members**

Tim Benson, P.Eng. (Discipline Committee member)  
Nancy Hill, P.Eng. (Complaints Committee member)

## **Council Liaison**

J. David Adams, P.Eng., President

## **Staff**

Kim Allen, P.Eng., CEO/Registrar  
Linda Latham, P.Eng., Deputy Registrar, Regulatory Compliance  
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## INTRODUCTION

The *Professional Engineers Act* requires the Complaints Committee to consider and investigate all complaints made against licence and certificate holders and, when it considers the complaints to be serious, to refer the matter to the Discipline Committee, which must make a determination on any allegations of professional misconduct or incompetence. PEO requires rigorous, transparent, fair and timely complaints and discipline processes, to ensure the highest standards of professional conduct, so as to protect the public, the integrity of PEO and the collective reputation of Ontario's professional engineers.

The purpose of PEO's complaints and discipline process is to provide an avenue to address technical engineering faults or behaviour of licence holders or holders of certificates of authorization that amounts to incompetence and/or professional misconduct. It is a formal tribunal process conducted by peers and is not designed, or should it be available or used, for complaints concerning non-regulatory matters.

Council identified there was a need for a review of the complaints and discipline process and charged a task force with this task. The task force mandate from Council was to review concerns expressed by members related to PEO's complaints and discipline processes, with the view to strengthening the processes and the public's and members' confidence in the processes and to report recommendations to PEO Council at its April 2011 meeting.

Specifically, the task force was asked to review court decisions related to PEO discipline matters; letters to the editor published in *Engineering Dimensions* in the past decade related to the complaints and discipline processes; examine the processes themselves; identify possible improvements to strengthen the processes, including any limitations of the *Professional Engineers Act*; and make recommendations.

Five committee members, including representatives of the Complaints and Discipline committees and a complained-against licence holder, and six staff met frequently beginning in December 2010 and had extensive email exchanges between meetings, and completed a review as outlined in an interim report presented to Council in a plenary session on April 7, 2011.

That report contained 24 recommendations for Council's consideration, all of which had the unanimous support of the committee.

At the Council meeting on April 8, 2011, President Diane Freeman, P.Eng., summarized the discussion from the plenary session the previous evening, noting that it had been agreed that additional work was required before considering the recommendations of the task force.

It was agreed:

- a) That the task force's final report to Council should provide broad definitions of the concerns underlying the recommendations and an indication of how, in a specific way, the recommendations and opportunities address aspects of the concerns and strengthen the complaints and discipline processes (Appendix A), as well as the opportunities for ongoing improvement;
- b) That Council endorsed the general direction of the recommendations, and directed the task force to proceed with consultations with appropriate staff and the Complaints and Discipline committees to establish the necessary framework for implementation of policy



recommendations and to bring forward the implementation framework for Council's ratification; and

- c) That Council would establish a new task force to examine the fundamentals for complaints and discipline in contemporary society, the terms of reference of which were to:
  - i. be established by the Complaints and Discipline Process Task Force (CDPTF) and presented to Council at its June 2011 meeting; and
  - ii. identify a broad range of stakeholders (young/old, Canadian/foreign-trained graduates, various committees and prominent engineers), with provision that licence holders and other stakeholders could apply to serve on the task force; and
- d) The Executive Committee would be charged with recommending, for Council's approval, the members of the Role of Complaints and Discipline in Contemporary Society Task Force (RCSTF).

### **Progress since April 8, 2011**

At its May 7, 2011 meeting, Council was to consider an alternative plan to implement the recommendations in the task force's interim report. This plan was that the chairs of the Complaints and Discipline committees and the CEO/registrar would develop a high level implementation plan focusing on the intent of the recommendations in the interim report and report further at the June 2011 Council meeting. Following discussion, it was the consensus of Council that the task force should complete its report and bring the report back to Council at the September 2011 meeting.

In the month following the meeting, three of the task force members resigned from the task force, stating their belief that the interim report as presented in April had fulfilled the mandate set by Council.

The remaining task force members, Nancy Hill, P.Eng., and Tim Benson, P.Eng., then undertook to work toward delivering a final report and meeting Council's direction from its April meeting.

The task force met with representatives of the Complaints and Discipline committees on August 8, 2011 to review the recommendations with them in detail and gather their committees' feedback. As a result of this further review and feedback, some of the recommendations in the task force's interim report have been reworded to clarify their intent. The task force wishes to draw Council's attention in particular to Recommendations 7 and 7.1, which it believes will significantly improve the complaints and discipline processes.

## **RECOMMENDATIONS**

The following recommendations comprise the recommendations in the task force's interim report, as reworded for clarity by the task force on August 8, plus new recommendations developed as a result of stakeholder consultation and additional discussion. Recommendations reworded from the interim report are so noted, as are new recommendations.

### **Complaint Stage**

- 1. That the Complaints Committee develop a formal, front-end framework to deal with complaint inquiries in advance of a signed complaint form.**

*Rationale*—Ensures the public understands PEO’s complaints and discipline processes, including the scope of authority provided under the *Professional Engineers Act*, since the Complaints Committee must consider every signed complaint filed with the registrar. These processes must operate in a way that both protects the public interest and is fair to members. The task force anticipates that this will reduce the number of frivolous and inappropriate complaints and improve the documentation provided by complainants.

- 2. That the *Professional Engineers Act* be amended to set out a provision for the Complaints Committee to refuse to consider and investigate a written complaint if, in the committee’s opinion, the complaint does not relate to professional misconduct or incompetence on the part of a licence or certificate holder, or is frivolous, vexatious or an abuse of process.**

*Rationale*—Such an amendment would provide the Complaints Committee an additional authority for rejecting a complaint and in so doing might deliver a clearer message to the complainant. In addition, this type of provision is the trend with respect to the regulated professions. The *College of Trades Act, 2010*, for example, includes a provision similar to this recommendation. Such authority would allow the Complaints Committee after thoughtful consideration to refuse to consider and investigate a written complaint.

- 3. That the Complaints Committee develop for Council’s approval criteria for the required skills and competencies for members of the Complaints Committee, identify a rigorous process to ensure qualified individuals are selected, and put in place a mandatory initial and continuing education framework to ensure all members of the Complaints Committee are appropriately trained. [Reworded]**

*Rationale*—Best practices for regulatory bodies ensure that individuals required to serve on statutory committees have the appropriate skills and competencies and a clear understanding of their roles and responsibilities. The skills to assess a public complaint are not a normal part of the training of volunteers serving on the Complaints Committee. Ongoing training is an important element of continuing improvement and will require funding.

- 4. That the Complaints Committee develop for Council’s approval criteria for the required skills and competencies for the position of chair of the Complaints Committee, and identify a rigorous process to ensure qualified individuals are selected and recommended to Council for appointment. [Reworded]**

*Rationale*—Best practices for regulatory bodies ensure that members required to chair statutory committees have the appropriate skills and competencies and a clear understanding of the chair’s role and responsibilities.

Council should make all appointments to the Complaints Committee based on merit, and willingness and ability to serve at the time. The Complaints Committee members are an essential part of the review process, and Council should appoint members who feel that they have a contribution to make in this vital and sensitive area. Council should seek to identify and appoint the best of those available. Council should normally consider only those who have a well-founded and practical experience of working in professional engineering. In addition, the Chair must possess a detailed knowledge of the jurisdiction, law and practice relevant to the Complaints Committee. The Complaints Committee is in the best position to develop the selection criteria for Council’s approval.

5. **That the Complaints Committee investigate the use of independent reports, including the criteria for the selection of independent reviewers. [Reworded]**

*Rationale*–The Complaints Committee is required to consider and investigate complaints about the conduct or actions of holders of licences or certificates of authorization, and to make every reasonable effort to examine all records and other documents relating to the complaints.

6. **That the Complaints Committee establish a process to manage multiple/serial complaints regarding the actions of a member in related projects.**

*Rationale*–Repeating the same charges and process against a member may be perceived as a form of double jeopardy.

7. **That the Complaints Committee should provide the specific allegations of professional misconduct or incompetence when it refers a matter to the Discipline Committee for hearing and determination.**

*Rationale*–The *Professional Engineers Act* requires the Complaints Committee to refer a matter to the Discipline Committee to hear allegations. Natural justice requires the complained-against licence or certificate holder know the specific allegations that have been referred. The new section 27(1) of the *Professional Engineers Act* requires Council and the Executive Committee to refer allegations by resolution. It is recommended the Complaints Committee operate in the same way. This is in keeping with most regulatory bodies, where the equivalent to the Complaints Committee refers allegations rather than referring a matter.

- 7.1 **That Council seek an amendment to the *Professional Engineers Act* to require the Complaints Committee to refer allegations to the Discipline Committee rather than referring a matter. [New]**

*Rationale*–Such an amendment would provide the Complaints Committee explicit authority to refer allegations rather than simply a matter. In addition, this type of provision is the trend with respect to regulated professions.

8. **That the Complaints Committee investigate developing a process that incorporates using alternative dispute resolution between the Complaints Committee and the complained-against licence or certificate holder to address matters involving ethics, contractual matters or professionalism.**

*Rationale*–Section 24(2)(c) of the *Professional Engineers Act* provides the Complaints Committee the authority to handle issues raised in a complaint through means other than referral to the Discipline Committee. The Complaints Committee should consider a process wherein the draft specific allegations are provided to the complained-against licence or certificate holder prior to convening an alternative dispute resolution process.

- 8.1 **That the Complaints Committee develop an additional process step, with the express purpose of attempting to assist the complained-against licence or certificate holder to find an acceptable undertaking that addresses the public interest concern, where the matter involves ethics, contractual matters or professionalism, but not public safety. [New]**

*Rationale*—PEO and the referred party are often able to reach an agreement regarding guilt and/or penalty before the commencement of a discipline hearing. The agreed penalties may be relatively minor (e.g. writing the professional practice exam or a technical exam). While the parties are often able to reach an agreement on guilt and penalty, in the majority of cases the parties want to have publication without names as part of the settlement. Resolving the matter at the complaints stage avoids publication. Thus, it would be helpful to provide the complained-against licence or certificate holder a “last chance” opportunity to address the professional conduct matter raised in the complaint through means other than becoming a party to appear before the Discipline Committee.

### **Prosecution Stage (PEO now represents the public interest as a party)**

- 9. That where the registrar has reasonable and probable grounds to believe that it may not be in the public interest to continue to proceed to a full hearing, the registrar may seek Complaints Committee advice for a dismissal of the matter. [Reworded]**

*Rationale*—From time to time, new information emerges and/or the prosecution may not be in a position to prove all the allegations, and some latitude is desirable. It may be in the public interest and the interest of the parties in some situations to conclude the matter without holding a full hearing. The *Professional Engineers Act* requires the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against a licence or certificate holder and hear and determine matters referred to it. The Act does not provide the Complaints Committee (or prosecution) the authority to withdraw the matter. The task force believes that implementing recommendation 7 will considerably reduce the need for this process.

- 9.1 That Council seek an amendment to the *Professional Engineers Act* to provide the Complaints Committee the specific authority to withdraw the matter/allegations that it has referred to the Discipline Committee on the recommendation of the parties (registrar and complained-against licence or certificate holder). [New]**

*Rationale*—Such an amendment would provide the Complaints Committee specific authority to reconsider a referral to discipline.

- 10. That the following criteria guide the decision for PEO to use external prosecution counsel:**

- **To balance workload, so matters are heard in a reasonable time;**
- **In matters against members of PEO Council, PEO volunteers or PEO staff, or in areas where special considerations apply; and**
- **Cost. [Reworded]**

*Rationale*—Use of external counsel in these circumstances would ensure fairness and avoid real or perceived conflicts. The complained-against licence or certificate holder will be provided the name of the prosecution counsel in any event.

## Discipline Stage

- 11. That the Discipline Committee develop for Council's approval criteria for the required skills and competencies for members of the Discipline Committee, identify a rigorous process to ensure qualified individuals are selected, and put in place a mandatory initial and continuing education framework to ensure all members of the Discipline Committee are appropriately trained. [Reworded]**

*Rationale*—Best practices for regulatory bodies ensure that individuals required to serve on statutory committees have the appropriate skills and competencies and a clear understanding of their roles and responsibilities.

The complexity of today's hearings requires significant knowledge of the legislative mandate of PEO, the *Discipline Committee handbook* and the *Rules of Procedure* generally, including how to conduct hearings and pre-hearing conferences, rules about public hearings, non-publication orders, and writing reasons, including dissents.

- 12. That the Discipline Committee develop for Council's approval criteria for the required skills and competencies for the position of chair of the Discipline Committee, and identify a rigorous process to ensure qualified individuals are selected. Although the Act requires this committee to select its own chair, Council should oversee these appointments through its authority to appoint the members of the committee. [Reworded]**

*Rationale*—Best practices for regulatory bodies ensure that members required to chair statutory committees have the appropriate skills and competencies and a clear understanding of their roles and responsibilities.

Council should make all appointments to the Discipline Committee based on merit, and willingness and ability to serve at the time. The Discipline Committee members are an essential part of the adjudicative process. Council should appoint members who feel that they have a contribution to make in this vital and sensitive area. Council should seek to identify and appoint the best of those available. Council should normally consider only those who meet the statutory requirements. In addition, Council should regularly review the roster of the Discipline Committee and re-appoint only those members who are able to serve at the time. In addition, the Chair must possess a detailed knowledge of the jurisdiction, law and practice relevant to the tribunal. The Discipline Committee is in the best position to develop the selection criteria for Council's approval.

- 13. That the process for setting hearing dates should be party-friendly and cooperative.**

*Rationale*—The recent *Professional Engineers Act* amendment specifying that the chair of the Discipline Committee has 90 days to set the hearing date will improve the overall processes. However, the task force remains concerned about the ability of the Discipline Committee to set dates within this timeframe in a party-friendly and cooperative manner.

- 14. That the *Professional Engineers Act* be amended to eliminate the requirement for members of Council to sit on the Discipline Committee, or, in the alternative, permit former members of Council, who are qualified in accordance with recommendation 11, to fill this role. [Reworded]**

*Rationale*—The best qualified people should sit on discipline panels. Because engineering is a self-regulating profession, the majority of panel members should be professional engineers. The present requirement for members of Council to be panel members places an unreasonable burden on some councillors and may make it difficult to appoint panels in a timely manner.

**15. That the Discipline Committee review the process to select discipline panel members.**  
[Reworded]

*Rationale*—It is important that the process used by the Chair of the Discipline Committee to select members to serve on discipline panels be transparent and include some degree of randomness.

**16. That a person with tribunal qualifications appointed under new section 27(1)3.ii of the *Professional Engineers Act* (once proclaimed) be appointed to each panel. After the panel has reached their decision and reasons, a person with tribunal experience will be required to write the first draft of the decision and reasons for the agreement and approval of the other panel members.** [Reworded and renumbered]

*Rationale*—Council has approved the appointment of laypeople to tribunals. They will be lawyers with administrative tribunal experience selected using the Attorney General's protocol and paid a per diem rate similar to other Attorney General appointees to tribunals. It will be made clear to applicants applying for the Attorney General's roster to serve on tribunals that they may be required to write the first draft of the decisions and reasons, so that the panel may complete the decisions and reasons within 60 days.

**16.1 That the discipline panel be provided information in advance of the hearing that may include, but is not limited to: notice of hearing, allegations, a voluntary statement from the defence defining the issues to be decided and an option for each party to provide a factum.** [New]

*Rationale*—In superior court, the judges are familiar with the matter and the issues before hearing the parties. This ensures the adjudicators have adequate time to consider the issues to be determined.

**17. That the Discipline Committee review the need to have independent legal counsel at hearings. The review should be done after 10 completed hearings following implementation of Recommendation 16.** [Reworded and renumbered]

*Rationale*—With the Discipline Committee comprising both fully trained engineers and lay members with tribunal experience, PEO should assess if having independent legal counsel brings enough additional value to justify the expense. This assessment needs to be balanced against the understanding that the use of independent legal counsel was introduced on the recommendation of the Admissions, Complaints, Discipline and Enforcement Task Force and is now common practice in most other administrative tribunals. The practice of using independent legal counsel (ILC) varies amongst Ontario's administrative tribunals. The health professions all use ILC, but the Law Society of Upper Canada does not.

- 18. That the Discipline Committee adopt a best practice goal that decisions and reasons are issued within 60 days from the completion of hearings. [Renumbered]**

*Rationale*—In view of the long time some discipline panels take to issue their decisions and reasons, adopting the Law Society of Upper Canada’s best practice policy of 60 days would serve the public interest.

### **Post Hearing Stage**

- 19. That the registrar develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee. [Reworded]**

*Rationale*—From time to time, it may be in PEO’s or the public interest to appeal a decision.

### **General**

- 20. That the CEO/registrar in consultation with the chairs of the Complaints and Discipline committees prepare for Council quarterly reports comprising statistical, non-identifying data on the status of complaints and discipline matters and caseloads be reviewed against Council’s established timeline targets, bearing in mind the need for the process to be fair, transparent and effective without any apprehension of bias. [Reworded]**

*Rationale*—Council has established a goal of having completed discipline hearings of complaints within 180 days of a complaint being filed. Council needs to ensure that its committees and the registrar are actively pursuing this target, and that its process of monitoring how closely they meet this target is transparent.

- 21. The Discipline Committee develop for Council approval a system for Council to replace inactive Discipline Committee members. [Reworded]**

*Rationale*—Fairness and serving the public interest require timely hearings. The presence, participation and accountability of dedicated and active volunteers as Discipline Committee members are essential components to achieve this goal.

- 22. That the Complaints and Discipline committees each report in a timely fashion to Council “lessons learned” that will strengthen the practice of professional engineering in protecting and serving the public interest.**

*Rationale*—PEO publishes guidelines for practitioners through regulatory articles in *Engineering Dimensions* and the issuing of directives through practice advisories would promote the concept of strengthening the profession in the public interest, rather than punishing practitioners via the complaints and discipline processes.

- 22.1 That as part of a process of ongoing improvement at PEO, the chairs and vice chairs of the Complaints Committee and the Discipline Committee meet annually with the registrar; deputy registrar, regulatory compliance; and deputy registrar, tribunals and regulatory affairs to identify and consider process improvements. [New]**

*Rationale*—There is a need to regularly examine the complaints and discipline processes to ensure these processes are an effective tool to govern licence and certificate holders in the public interest. Monitoring of the profession to assure the public of competent services, where a core aspect is education and improvement of practice standards, would better protect and serve the public. An effective process of ongoing improvement may reduce the need for fundamental periodic reviews of the processes.

**23. That the registrar develop a complete information guide covering the entire complaints and discipline processes, to inform the public, complainants, complained-against licence or certificate holders and others involved with the processes.**

*Rationale*—While the PEO information guides, *Making a Complaint* and *Alternative Dispute Resolution for Complaints*, provide useful information on elements of the processes, a complete guide would be helpful to all involved.

**23.1 That the registrar provide a means for the public to read and search the decisions and reasons. [New]**

*Rationale*—The tool would be useful to all involved in the complaints and discipline processes and would increase public visibility and transparency. Some regulated professions are providing this information.

**24. That Council receive the Role of Complaints and Discipline in Contemporary Society Task Force (RCSTF) Terms of Reference (Appendix B) and in three years review the process of ongoing improvement set out in Recommendation 22.1 and determine if the creation of the RCSTF is then necessary. [Reworded]**

*Rationale*—Engaging the expert volunteers on the Complaints and Discipline committees in a process of ongoing improvement is likely to be more effective than a fundamental review by members not involved in the processes.

**25. That the Complaints and Discipline Process Task Force be stood down.**

*Rationale*—The task force believes that with Council's receipt of its final report and approval of recommendations, it has fulfilled its mandate, and that the implementation phase of the work would be better directed by the expert volunteers on the Complaints and Discipline committees informed by the results of a wide consultation.

## **NEXT STEPS**

Following Council's receipt of the task force's final report and consideration of the recommendations, those recommendations approved by Council will be subject to a consultation process to inform the plan for their implementation.

At a minimum, the report will be circulated to the chairs and vice chairs of the Complaints, Discipline, Enforcement and Legislation committees, all members of the Executive Committee, and the president and CEO of the Ontario Society of Professional Engineers and Consulting



Engineers of Ontario, as well as the other Engineers Canada constituent associations. The report will also be published on the website to enable consultation with licence holders.

Those participating in the consultation will be asked to comment on individual recommendations and provide general comments, giving particular attention to issues of implementation and whether the recommendation and rationale address the identified issues, and/or to identify issues that have not been addressed in the report.

Responses will be due by November 30, 2011 with the consolidation completed by December 15. Thereafter, the recommendations will be reviewed by legal counsel.

## Appendix A—Issues and Opportunities Identified

The table is a summary of the task force review and analysis of the issues and opportunities. These issues and opportunities have come from various sources: letters to *Engineering Dimensions*, input from the task force’s request for input from members, input from task force members and staff, task force research, comments from the April 7, 2011 plenary session, and feedback from the Complaints and Discipline committees.

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<b>1. Complaints Stage</b>		
Commercial disputes should be settled before PEO issues any sort of ruling or opinion.	1	Front-end framework
PEO and complained-against licence or certificate holder resources are wasted dealing with issues that are not related to incompetence and/or professional misconduct	1	Front-end framework
Some complaints are outside of PEO’s jurisdiction under the <i>Professional Engineers Act</i> .	1	Front-end framework
The process of finding out who the correct person is to speak to at PEO and then actually getting in touch with and speaking to that person is a process that dissuades everyone but the most dedicated public citizen wanting to do the right thing.	1	Front-end framework
Most [complaints] were brought to the owners’ attention. Some were destructive of the business relationship; some were resisted; some were solved; one was brought to PEO.	1	Front-end framework
If the complainant had not retained the services of an engineer, any engineer—in the matter that is the subject of the complaint, the complaint should automatically be dismissed. Otherwise many complainants will simply file a complaint at no cost and have the Member go through the entire process at considerable cost all because the complainant wasn’t happy with the Member’s report prepared at the request of others.	1	Front-end framework
We found the PEO staff to be biased against us, to be incompetent, negligent and unprofessional. All the things that our engineer was accused of. Their bias and ineptitude cost us about three years of worry and frustration and over \$6,000 in legal fees.	1	Front-end framework
Some Acts require a complaint authorization process before an investigation is started	1	Front-end framework
The investigative staff should be more vigilant in their assessment of the complaints, to weed out frivolous and malicious complaints. If they fail to do this properly, they should be censured by the association	1	Front-end framework

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<p>The case against us did not go to the Discipline Committee because when we were finally able to see all the evidence we were able to show PEO that the person who had lodged the complaint was very clearly lying. If the PEO investigator had even the least interest in being open minded in his assessment of the matter the evidence should have been obvious to him.</p>	2	Complaints Committee ability to refuse to consider
<p>Cases can be thinly disguised vendettas.</p>	2	Complaints Committee ability to refuse to consider
<p>Complaints can originate from malice or to gain a competitive advantage.</p>	2	Complaints Committee ability to refuse to consider
<p>There is currently a complaint before Complaints Committee which was submitted against my competition who fabricated facts and manipulated unfamiliar PEO investigator to circulate fabricated facts through PEO. That caused significant damage to me and to my business. There are also my witnesses to this case who suppose to give testimony before Complaints/Disciplinary committee. This testimony will confirm maliciousness of the competition complaint, which unfortunately was circulated through by unfamiliar PEO investigator without being verified. They (witnesses) already gave written submissions and are waiting to give live testimony during the process which is being considered now.</p> <p>I believe you personally wrote (your name is mentioned as being in charge) to them asking them to give suggestion how to improve PEO complaints and disciplinary proceedings. I am attaching this requests sent to my witnesses. You probably indicated them as "individuals who were involved in processes".</p> <p>As I explained above they WERE NOT involved in any process before. They are now waiting to give their testimony in PEO process which started in November 2010 and their written submissions are not favourable nor pleasant to PEO. They are top professionals and experts in PDA field (industry where we all work) and will confirm that facts against me were fabricated by competition and unfamiliar PEO investigator made a mistake by processing further those untrue information.</p>	2	Complaints Committee ability to refuse to consider

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<p>As they are involved in ongoing process before PEO, it is quite inappropriate for you to contact them asking to give suggestion how to improve your process in which they will testify soon.</p> <p>This is direct interference with the witnesses which is against any law. Witnesses should be left alone before they give their testimony and until entire process is finished. Please be considerate and allow fairness and lawfulness.</p>		
Complaints should be screened as to their severity.	2	Complaints Committee ability to refuse to consider
It would be helpful to have a quick overview of whether a complaint is within the scope of disciplinary action.	2	Complaints Committee ability to refuse to consider
Quick initial assessment: A first slice approach to weed out frivolous complaints could help	2	Complaints Committee ability to refuse to consider
The investigation of complaints should be the sorting process as to what complaints are genuine and which are frivolous or malicious.	2	Complaints Committee ability to refuse to consider
<b>Best Practice</b> –The <i>College of Trades Act, 2010</i> provides authority for its screening body to refuse to consider and investigate a written complaint under specific circumstances.	2	Complaints Committee’s ability to refuse to consider
Complaints Committee should have authority to screen complaints.	2	Complaints Committee’s ability to refuse to consider
PEO is currently obliged to deal with all complaints. Some complainants abuse PEO’s process.	2	Complaints Committee’s ability to refuse to consider
Some written complaints are frivolous, vexatious or an abuse of power.	2	Complaints Committee’s ability

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
		to refuse to consider
There is not a documented set of skills, competences for Complaints Committee and Discipline Committee members and the committee chairs	3	Appointment of volunteers
There is not a rigorous process to ensure qualified individuals are selected for the Complaints Committee and Discipline Committee.	3	Appointment of volunteers
Mandatory initial and continuing education framework is needed to ensure all Complaints Committee and Discipline Committee members are qualified	3	Training
Not all Complaints Committee and Discipline Committee members have a clear understanding of their roles and responsibilities.	3	Training
There is not a documented set of skills, competences for chairs of the Complaints and Discipline committees	4	Appointment of volunteers
Mandatory initial and continuing education framework for chairs of the Complaints and Discipline committees	4	Training
The investigation was not done thoroughly, leaving some important facts unknown for the Complaints Committee.	5	Independent reviewers
PEO's expert report wasn't sealed.	5	Independent reviewers
The Complaints Committee has not specified a set of criteria outlining when staff should obtain an independent report and for the scope of independent reports	5	Independent reviewers
The Complaints Committee does not play an active role in the selection and qualifying process for independent reviewers.	5	Independent reviewers
The Complaints Committee did not have an expert report to support the allegations;	5	Independent reviewers
The PEO's expert report was not very convincing;	5	Independent reviewers
The PEO's independent engineer's report was a joke. The negative tone was clearly to satisfy the PEO investigators point of view.	5	Independent reviewers

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
Complaints Committee does not have a process to manage multiple/serial complaints regarding the actions of a member in related projects.	6	Multiple/serial complaints
Lack of an appeal process for Complaints Committee decisions leads some complainants to re-file related complaints.	6	Multiple/serial complaints
Some members view that repeating the same charges and process against a member is a form of double jeopardy.	6	Multiple/serial complaints
<b>Best Practice</b> –The referring body refers allegations rather than referring a matter.	7	Preparation of Allegations
Complaints Committee only refers the matter to the Discipline Committee. The specific allegations of professional misconduct or incompetence for matters that go to the Discipline Committee for hearing and determination are determined by the prosecutor.	7	Preparation of Allegations
Some complained-against licence and certificate holders are concerned about the delay in knowing the specific allegations that have been referred after the matter has been referred.	7	Preparation of Allegations
The complained-against licence or certificate holder may have provided information to the Complaints Committee based on the complaint, leading to complained-against licence or certificate holders wasting resources on aspects of a complaint that are not ultimately part of the discipline hearing and neglecting aspects of a complaint that do ultimately come before the hearing.	7	Preparation of Allegations
Current Alternative Dispute Resolution process is rarely used	8	Resolution without hearing
Only the most serious and valid complaints would ever get to the Panel, and these should probably be heard.	8	Resolution without hearing
About 80% of hearings proceed with a joint submission on penalty. The holder seems to be more willing to do an undertaking once a matter is referred. Could the process not include one last chance, for some issue to have it resolved before charges are laid?	8.1	Resolution without hearing
Complaints process must decide on issues as "yes" or "no"–whether or not to proceed to a Discipline Tribunal. There is no middle ground, which is unfortunate because many cases in recent times have been "minor" in nature, and a third option would be welcome.	8.1	Resolution without hearing

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
I have noticed that the PEO members treat much more seriously a complaint against them than they treat the financial claim made against them. Engineers are terrified by the possibility of being referred to the Discipline Committee. A referral to the Discipline Committee creates a big problem for the engineer just from that moment the case is published, as this information can be easily obtained on the Internet by just typing the name of the engineer on Google, Yahoo etc., and it stays there for a long time. This can seriously affect the reputation of the engineer, can lead to a loss of clients and consequently affect the engineer's income. Not many prospective clients will make an effort to seek clarification or seek the outcome of the Discipline hearing. In addition, the referral creates a lot of stress and expenses for the engineer.	8.1	Resolution without hearing
In our case we don't seem to have any lesser offences. It could be argued that the lesser offenses don't merit a full blown tribunal.	8.1	Resolution without hearing
It is PEO's mandate to maintain professionalism, and tribunals should not be the only mechanism in our arsenal.	8.1	Resolution without hearing
Mandatory Alternative Dispute Resolution meeting: While Alternative Dispute Resolution was not available at the time of the complaint, my complainant would have pressed for the full Complaints Committee investigation. A forced Alternative Dispute Resolution meeting might force issues to the forefront.	8.1	Resolution without hearing
<b>Opportunity</b> –Alternative Dispute Resolution process after Complaints Committee determines the matter should be referred, but before allegations have been set (formal referral) provides an opportunity to correct issues involving ethics, contractual matters or professionalism.	8.1	Resolution without hearing
<b>Opportunity</b> –For minor offences, it would be preferable if the defendant could be brought into PEO to face a panel of their peers, to discuss the issues and their performance. It would not be an official hearing, but a peer review of practice, to put the member on notice that their work fell below acceptable standards, and continued faults could lead to more serious repercussions. In larger companies this occurs naturally as fellow professionals discuss and review one another's work. In smaller firms, this luxury is not present.	8.1	Resolution without hearing
The error or omissions may be of a minor nature or the issue may be one of a difference of engineering opinion.	8.1	Resolution without hearing

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
To ensure that only the cases with strong evidence of misconduct are referred to the Discipline Committee. A complaint, where there is a doubt that the allegations can be proven, should not be referred to Discipline by the Complaints Committee. Even if there would be some mechanism to withdraw the allegations, the damage to the engineer is done the moment the referral to the Discipline Committee is made public.	8.1	Resolution without hearing
<b>2. Prosecution Stage</b>		
Only cases with strong evidence should proceed.	9	Dismissal of matter
All key decisions in the process need to be made by peers, except when the prosecution is specifying and/or withdrawing allegations.	9	Dismissal of matter
From time to time, new facts that were not available to Complaints Committee emerge later in the process, the current process does not permit the prosecution to withdraw allegations before a hearing commences.	9	Dismissal of matter
Some complained-against licence or certificate holders have the view that PEO retains a “special prosecutor” to handle their matter.	10	External prosecution counsel
<b>3. Discipline Stage</b>		
A training syllabus for Discipline Committee members that includes: how to conduct hearings and pre-hearing conferences, rules about public hearings, non-publication orders, and writing reasons, including dissents does not exist.	11	Training
There is not a rigorous process to ensure qualified individuals are selected to Complaints Committee and the Discipline Committee.	11	Appointment of volunteers
The definitions of professional misconduct and incompetence present a serious challenge for panel members, and some panel members have severe interpretations of the same words.	11	Training
Some Discipline Committee members do not attend all training sessions.	11	Training
Training for Discipline Committee members is ad-hoc.	11	Training
The process has included obvious miscarriages of justice and disregard for court-documented truths.	11	Training



<b>Issues and Opportunities Identified</b>	<b>Related to Recommendation</b>	<b>Theme Grouping</b>
The Act requires Discipline Committee to select its own chair, Council should oversee these appointments through its authority to appoint the members of the committee.	12	Appointment of volunteers
The discipline process needs to be revised to more closely follow accepted legal proceedings and to be fair. I see that in “Lim vs. PEO” that I am not alone in this opinion.	12	Training
There is a lot of work to being the chair of the Discipline Committee.	12	Appointment of volunteers
The timelines of hearing are a function of the DIC chair setting hearing dates.	13	Hearing dates
Some complained-against licence or certificate holders and their counsel have expressed concerns about the process used for setting motion and/or hearing date.	13	Hearing dates
When a hearing is scheduled, a second hearing date to reconvene should also be established so that all parties know to keep these dates available as well.	13	Hearing dates
It is difficult for many members of Council to attend the training modules to be fully up to speed, they may no longer be on Council.	14	Hearing panel makeup
It is difficult for many members of Council to sit on a Discipline Committee panel, especially if the hearing is longer than two days.	14	Hearing panel makeup
Members of Council are not necessarily the best adjudicators.	14	Hearing panel makeup
Finding elected councillors to serve on discipline panels is difficult from time to time.	14	Hearing panel makeup
My experience with the issues is that [the Discipline Committee panel members] brought a lot of personal burdens, harassment and anxiety.	15	Process to select panel members
Some prosecutors, complained-against licence or certificate holders and their counsel have expressed concern regarding the process to select discipline panel members.	15	Process to select panel members
Some complained-against licence or certificate holders have complained that the Discipline Committee members at a hearing were not paying attention.	15	Process to select panel members
The blue pages almost never explain how the matter comes to PEO’s attention	16	Decision and reasons

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
Another factor affecting the time frame is the production of the Decision and Reasons. The number of revisions has significantly increased as the legal profession emphasizes the need to be absolutely perfect to avoid appeals. The fear of appeals seems (to me) as exaggerated to the point of crippling the efficiency of the process.	16	Decision and reasons
The decisions and reasons written by panels take a very long time to write	16	Decision and reasons
Some tribunals are taking longer because to facilitate the selection of a Panel, two days are booked for a shorter hearing. However, many hearings won't finish in that time frame. A hearing is reconvened at a second date, often scheduled months later. It may be difficult to get volunteers for a three-day hearing, but there is efficiency in one session rather than reconvening later.	16.1	Hearing dates
After consultation with both sides, limits should be imposed upon the number of witnesses, time for presentation, cross-examination, etc.	16.1	Hearing efficiency
Discipline panels waste a lot of time by not reviewing information in advance of the hearing such as: notice of hearing, allegations, a statement from the defence defining the issues to be decided. Courts require a factum and judges read them.	16.1	Hearing efficiency
Consider whether it would be advantageous to provide written materials from the complained-against licence or certificate holder and the prosecution to the discipline panel in advance of a hearing.	16.1	Hearing efficiency
Some view the use of independent legal counsel at hearings to be a waste of money.	17	Independent legal counsel
Some view that independent legal counsel is not independent as it is paid by PEO.	17	Independent legal counsel
<b>Best Practice</b> – The Law Society of Upper Canada has a best practice policy that decisions and reasons are issued within 60 days from the completion of hearings.	18	Decision and reasons
<b>4. Post Hearing Stage</b>		
There are no criteria in place for when it is appropriate for the registrar to appeal a decision of the Discipline Committee.	19	PEO appeal of Discipline Committee decision

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<b>5. General</b>		
[having a lengthy process] is unfair to the member charged, it would be nice to see a time frame for tribunals.	20	Council oversight
Council does not take an active role in ensuring matters progress in a timely matter.	20	Council oversight
Council has established an overall goal of dealing with the majority of matters within six months from the filing of a public complaint until the decision and reasons are issued by Discipline Committee.	20	Council oversight
Overly focusing on the timeliness of the process may affect the fairness and transparency and could create an apprehension of bias.	20	Council oversight
I think you should have an aggressive policy of processing complaints within 30 days. A new complaint should be reviewed in 1-2 days to see if it seems valid and clear and, if it is, then mail it to the party who is named in the complaint. Fourteen days should be allowed for a response. An evaluation of the response should be done in another 14 days. My complaint wasn't looked at for months and months. I'd forgotten some of the details by the time I was contacted. My written complaint was far more reliable than the subsequent information I relayed verbally because I was caught unaware, without notes many months later. The same applies to an accused. Memories fade with time. Justice delayed is justice denied. I know some complaints will be complicated and involve checking by peers. But my case could have been investigated in 30 days.	20	Council oversight
Review the complaints and discipline process flow, including decision points, from initial inquiry from the complainant to publication of the decision and reasons, against the timeline metrics established by Council at its June 2010 workshop, with a view of making recommendations on appropriate timelines for each stage of the process. A review of this process for 10 matters completed in 2010 shows that the average time from initial inquiry to publication was 1230 days. Although the task force believes the process improvements already adopted together with our recommendations will considerably reduce these times, there will clearly need to be much work done to meet Council's target of 180 days in 2015.	20	Council oversight
Only 20 of the 48 individuals serving on the Discipline Committee actually sat on a panel within the last 12 months.	21	Appointment of volunteers

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<b>Opportunity</b> —"Lessons learned" by Complaints Committee and Discipline Committee could strengthen the practice of professional engineering in protecting and serving the public interest.	22	Lessons learned
Put a spotlight on the public safety issues brought to your attention, report them (in the Gazette?) to safe conclusion, and keep the complaining party advised, if for no other reason than peace of mind and anxiety management.	22	Lessons learned
The penalty phase takes longer to deal with expeditiously. Rather than a quick follow-up once the decision is reached, lately there seems to be a movement towards written submissions after the hearing phase is complete. This protracts the time frame for wrapping up the case.	22.1	Hearing efficiency
The amount of time from when the complaint is received until the final D&R is submitted should be analyzed by the Critical Path Method. The Complaints and Discipline Process Task Force's 180-day objective will surely become unattainable given the amount of time for each phase of the process. Given that we now have cases going for years, any improvement would still be welcome.	22.1	Decision and reasons
I think receiving comments and suggestions annually should be implemented, and will serve as an important step in improving the process.	22.1	Process of ongoing improvement
Complaints Committee's annual improvement meeting have produce positive changes	22.1	Process of ongoing improvement
There should be a review of all decisions, appeals of decisions and judicial reviews and make recommendations for improvements.	22.1	Process of ongoing improvement
After we were rebuked in court, we should have terminated our career enforcement employees, and especially the law firms we use	22.1	Process of ongoing improvement
Enforcement employees should be hired for fixed terms and then replaced. Nobody should make a career of nailing somebody.	22.1	Process of ongoing improvement
Complete the review of the court judicial review and appeal decisions related to PEO discipline matters, summarize the decisions, and assess the potential for the task force's recommendations to have had a positive impact on the cases.	22.1	Process of ongoing improvement
Many complainants, complained-against licence or certificate holders, Council, public,	23	Public information

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
COC, DIC and staff do not understand the entire complaints and discipline processes.		
The lack of information the complainant receives creates an aura of conspiratorial secrecy with the whole process.	23	Public awareness
There is virtually no guidance with the initial stages of the Complaint submission to prepare for and avoid the seemingly endless changes and pitfalls in the process that should be fairly straight-forward with respect to simply acknowledging truths and substantiating facts.	23	Public awareness
Communicate: Let the engineer know when major milestones are expected to be reached, and when they are actually reached. Being left in the dark for six months was painful. Finally, is standard letter mail our standard of communication for these types of issues?	23	Public awareness
The issues came: unsafe access paths to inspection platforms on an international bridge, multiple emergency exit obstructions due to wind induced deposits (litter/leaves and snow) in a public housing environment, an unmonitored explosive atmosphere risk in an industrial facility close to residences and no protective employee facilities, unregistered “want to be” providers of engineering services, unsafe practices in a laboratory—flammable liquids and dangerous substances, facility modifications without use of regulated professions and no application for building permit, fall hazards on proposal visits.	23	Public awareness
On the one that was brought to PEO I know the item drew the attention of the Ministry of Labour, but beyond that I am unable to get PEO to tell me more!	23	Public awareness
Everybody notices that discipline procedures don't target large firms with resources to defend themselves.	23	Public awareness
My experience with the PEO is that it appears to be a big bureaucracy that appears to be no different than a government body.	23	Public awareness
Document the significant changes to the processes implemented since the Admissions, Complaints, Discipline and Enforcement Task Force and Weir Foulds reports.	23 Appendix C	Public awareness
Members should be directed to read and search the decisions and reasons once a complaint has been filed.	23.1	Transparency of process

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
Panels should have easy access to previous Decisions and Reasons	23.1	Transparency of process
The public should be able to easily find discipline details.	23.1	Transparency of process
The Complaints Summary and Allegations are now not being made available to the participants. The complainant should be respected as a participant in this process, which compounds the potential for inaccuracies, errors and omissions.	24	Complaints and Discipline in Contemporary Society review
<p>I strongly suspect this phenomenon is because the chain between design and construction in civil engineering goes "outside" via the submission of plans and specs to municipalities for review. Chief Building Officials know PEO's process and use it where required. On the other hand, there is no analogue to the building permit process amongst chemical, mining, machine design, or computer type engineering, etc. I suspect that manufacturing firms, mining companies, and so forth internally discipline their Incompetent and unprofessional engineers rather than go "outside" to PEO.</p> <p>The line from the designer's plans and specs to the fabrication of a consumer or industrial product takes place entirely *within* the company or the supply chain. There is no point at which a third party can clearly, cleanly "break in," and blow the whistle, as the building permit process provides for civil and structural engineering.</p> <p>This goes beyond the Complaints and Discipline Process really. It goes to the heart of the PEO's purpose for existence; PEO is very well suited to the consulting engineering world but its model does not fit the manufacturing world very well. The preponderance of civil engineers in "the blue pages" is a symptom of this.</p>	24	Complaints and Discipline in Contemporary Society review
A "file a complaint" culture is central to protecting public safety issues outside the design processes, yet this culture runs counter to the employer/employee culture where being a professional is interpreted to mean "be happy you have a job and do not complain".	24	Complaints and Discipline in Contemporary Society review
As part of the membership renewal process ask members if they have any "professional concerns" that are unsatisfied. Go fishing for issues!	24	Complaints and Discipline in

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
		Contemporary Society review
<p><b>Opportunity</b>—Renewal in the areas of complaints and discipline may occur through an examination the regulatory framework (the licensing of qualified practitioners and the monitoring of the profession to assure the public of competent services, where a core aspect is education and improvement of practice standards) and may better protect and serve the public than an emphasis on complaints and discipline.</p>	24	Complaints and Discipline in Contemporary Society review
<p>PEO does not discipline its members based on the very Code of Ethics it relies upon in its campaign for the public’s support of its own self-regulation.</p>	24	Complaints and Discipline in Contemporary Society review
<p>Perhaps a broader perspective is necessary. Professional engineers, unlike other self-regulated professions, do not have a quality assurance or practice inspection process, nor do they require continuing education to ensure competency.</p> <p>It may be possible that if engineers' practice were reviewed in a peer-review or quality assurance system, fewer complaints may be lodged, as inadequacies could be addressed before they became complaints.</p> <p>It may be possible that if engineers were required to take continuing education that fewer complaints may be lodged, as engineers would be up to date and current in their knowledge.</p> <p>But these suggestions may be beyond the scope of the new task force.</p>	24	Complaints and Discipline in Contemporary Society review
<p>The definition of professional misconduct has remained virtually unchanged since 1984.</p>	24	Complaints and Discipline in Contemporary Society review
<p>Review the need to amend clause 72(2)(j) of Regulation 941, i.e. “conduct or an act relevant to the practice of professional engineering that, having regard to all the circumstances would reasonably be regarded by the engineering profession as</p>	24	Complaints and Discipline in Contemporary

<b>Issues and Opportunities Identified</b>	<b>Related to Recommendation</b>	<b>Theme Grouping</b>
disgraceful, dishonourable or unprofessional”, so that unprofessional conduct is described in a clause separate from disgraceful and dishonourable conduct.		Society review
Study the options for creating authority to intervene in complaints and discipline matters where it can be shown to be in the best interest of justice, the public, or the profession.	24	Complaints and Discipline in Contemporary Society review
The current [complaint] process is unfair. In what legal process does the prosecutor get to deliver the evidence for both parties to the jury without the accused being able to be present?	24	Complaints and Discipline in Contemporary Society
Lack of an appeal process for Complaints Committee decisions leaves the complainant dissatisfied and fosters perception of a closed process that protects engineers.	24	Complaints and Discipline in Contemporary Society review
If the complaint is heard and subsequently dismissed, the complainant should be required to pay the costs of the defense of the complaint on a solicitor-client basis and they should be warned of this at the time they file the complaint.	24	Complaints and Discipline in Contemporary Society review
PEO should implement Engineers Canada proposal, that it rejected, to cover some legal expenses during the complaint and discipline process. It was to be a rider on the secondary insurance. The insurance also provided primary insurance for small jobs, whistle-blower coverage . . . all for \$7/member/year.	24	Complaints and Discipline in Contemporary Society review
Have someone on the engineer’s side: Whether it is PEO or OSPE, have someone on the engineer’s side who is not the investigator walk them through the process, and possibly let the engineer know how things may go—for instance whether or not the complaint looks serious at first glance.	24	Complaints and Discipline in Contemporary Society review
PEO should first sit with the engineer; engineer-to-engineer with no lawyers, and hear their side of the story in a pre-hearing. This is something they haven’t done in the past and it has led to tragic consequences. Many engineering companies will be destroyed and millions of dollars of PEO’s money wasted otherwise.	24	Complaints and Discipline in Contemporary Society review



Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
The public does not care whether allegations or charge against a member professional are within some defined statutory framework or requirement. They are demanding transparency and concrete evidence of remedial action and penalty beyond that which might apply to an ordinary citizen. Professionals know that their standard of care must be higher than applied to non-professionals but will tend to hide under the mantle of limited liability, legal technicalities and other reasons. The usual response by the media and the public is that the profession is impotent or unwilling to sanction members' inactions or standard of care. To suggest that it is only a media or a public information problem is living in denial because "... .. that ain't gonna change soon, lad!"	24	Complaints and Discipline in Contemporary Society review
Publishing upcoming hearings when case is subsequently found to not have merit is damaging to PEO's and the engineer's reputations.	24	Complaints and Discipline in Contemporary Society review
Complaints should be public. If one particular municipal department submits far more complaints than average, well it may something about that department.	24	Complaints and Discipline in Contemporary Society Review
I take issue with publishing names of engineers before they have been found to be guilty.	24	Complaints and Discipline in Contemporary Society review
Negative exposure to my name what PEO unjustly generated and it was spread all over the internet. My business is international and does not do any work in Canada. So my good name and my professional reputation is the only guarantee that my company will be getting jobs from International clients, as they gather information about international businesses only through internet.	24	Complaints and Discipline in Contemporary Society review
Publishing people's names of those involved or will be involved in a hearing does not serve the purpose of making the process transparent. The cases should only be available upon request; and names should not be broadcast for the general public - unless the case is very severe, and the exercise of such an announcement of an individual will be beneficial to the safety of the public. Thus far, PEO has only been	24	Complaints and Discipline in contemporary society review

Issues and Opportunities Identified	Related to Recommendation	Theme Grouping
<p>publishing names of individuals and companies for unsevere cases—which only serves the purpose of embarrassing the individual for their involvement of minor circumstances. There should also be better exercise of discretion to prevent minor cases going to a full hearing. Every person, in every profession, makes errors, which should not happen, and could have been prevented; but in most cases, the errors are insignificant and does not result in anything that is considered significant. In these cases, a costly hearing should not be warranted. There has been many cases so far, where someone has “trapped” the engineer, and have hurt the reputation of the individual beyond what should be acceptable. This does not look good for the engineering profession, and does not help in enhancing the image of engineers, when they are vulnerable to such treatment. The complaints and discipline process should only be involved in finding resolution to solving the problem—with the issue or engineer, in a confidential and professional manner, and should not using the PEO magazine as a tabloid publication.</p>		
<p>On page 63 of the January/February edition of <i>Engineering Dimensions</i> there is a list of activities that the new Complaints and Discipline Task Force is authorized to undertake. The list includes much data gathering and review, but has little in the way of objective outcomes and goals, other than to make recommendations.</p> <ul style="list-style-type: none"> <li>• How will this review (with a budget of up to \$100,000.) result in changes that improve the process?</li> <li>• How will the questions that remain, despite prior reviews be addressed?</li> <li>• How can confidence be restored and the erosion of PEO's self regulatory authority be stemmed?</li> </ul>	24	Complaints and Discipline in Contemporary Society review
<p>The primary flaw in the process in my opinion is that the complained about engineer does not have the opportunity to review all the evidence against them and then be able to defend themselves before the Complaints Committee.</p>	24	Complaints and Discipline in Contemporary Society review
<p>There is a need to implement the previous and proposed recommendations before conduction another review. Changing a process takes a few years to work through the system as there are always matters in progress.</p>	24	Timing of review

## Appendix B. Terms of Reference, Role of Complaints and Discipline in Contemporary Society Task Force (RCSTF)

Issue Date: DRAFT

Approved by:

<b>Mandate</b>	To examine the fundamentals for PEO's complaints and discipline processes in contemporary society and report recommendations to PEO Council.
<b>Key Duties and Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Review fundamentals underlying complaints and discipline processes of other Ontario and engineering regulators.</li> <li>2. Develop underlying philosophy for PEO's complaints and discipline processes in contemporary society and into the future.</li> <li>3. Review the definition of professional misconduct of the Canadian engineering regulators and the other senior professions in Ontario.</li> <li>4. Review the Complaints and Discipline Process Task Force Report.</li> <li>5. Review the Code of Ethics Task Force Report.</li> <li>6. Consult broadly with stakeholders. The consultation needs to occur at two stages during the information gathering stage and after the task force has formulated recommendations.</li> <li>7. Determine what best practices should be for PEO's complaints and discipline processes in contemporary society and into the future.</li> <li>8. Document the legislative limitations of the <i>Professional Engineers Act</i>, to achieve these best practices.</li> <li>9. Make recommendations.</li> </ol>
<b>Success Measurements</b>	<p>Recommendations support PEO Council policy direction:            To increase the confidence of the public, governments, and licence holders in the value of self-regulation, through leading complaints and discipline processes.</p>
<b>Type of Committee</b>	Task Force with specific mandate and of limited duration.
<b>Confidentially</b>	Members of the Task Force would be made aware of PEO's privacy policy and confidentiality requirements, to ensure there is not an unintentional breach of section 38 of the Act.
<b>PEO Council Liaison</b>	TBD
<b>Constituency &amp; Qualifications of Task Force Members</b>	<p><b>a) Chair</b></p> <ul style="list-style-type: none"> <li>• TBD</li> </ul> <p><b>b) Members (Broad range of Stakeholders)</b></p> <ul style="list-style-type: none"> <li>(1) Young professional (under 35, with 10 years of experience)</li> <li>(1) Seasoned professional (over 25 years of experience)</li> <li>(1) Internationally trained professional</li> <li>(1) Employer of engineers (non-consulting)</li> <li>(1) Employer of engineers (consulting)</li> <li>(1) Complaints Committee member</li> <li>(1) Discipline Committee member</li> <li>(1) Chief Building Official</li> <li>(1) Non-engineer, who uses engineering services</li> </ul>

	Appropriately qualified people will be recruited by volunteer management for Council's approval
<b>Quorum</b>	A simple majority of task force members
<b>Reporting Requirements</b>	<i>Final Recommendations, including a "peer review" by the Complaints and Discipline committees and additional peers determined by the task force, to Council for approval.</i>
<b>Meeting Frequency &amp; Time Commitment</b>	<ul style="list-style-type: none"> <li>• Meetings, to be determined by the Task Force, will take place during business hours.</li> <li>• It is expected that both face to face meetings and extensive electronic conferencing will be used.</li> <li>• Task force members will be expected to review materials independently.</li> <li>• The total time commitment is expected to be 40 hours.</li> </ul>
<b>PEO Committee Advisor</b>	TBD
<b>Additional Resources</b>	PEO Policy Analyst
<b>Expenses and Budget</b>	Expenses – Task Force members will be reimbursed expenses per policy. Budget – Total cost not to exceed \$25,000

## Appendix C–Improvements Made to the Processes

Ongoing Improvement Plan		Rationale for Change	Effective Date
Improved Process	Previous Process		
The <i>Form of Complaint</i> is now a simple complainant-friendly form that is available on the website, with supporting guideline on how to fill in the <i>Form of Complaint</i> . A signed <i>Form of Complaint</i> starts the investigation process.	Public contacted PEO with an issue, PEO investigator would work with the complainant to complete a formal <i>Form of Complaint</i>	Open, transparent and consistent process for the public to submit a complaint supported by an effective regulatory instrument.	Finalized Oct. 07 for complaints after Jan. 08
Prescribe the <i>Form of Complaint</i> and the procedure to file and withdraw <i>Form of Complaint</i> in regulations.	Informal withdrawal by the complainant	Council is to consider prescribing, by regulation, the formal requirements <sup>1</sup>	(on the list for future regulation changes)
Complained-against licence or certificate holder <sup>2</sup> receives <i>Form of Complaint</i> prior to the investigation starting.	<i>Form of Complaint</i> provided to complained-against licence or certificate holder with the notice that he/she has two weeks to respond.	To have a fair and balanced process that protects the public interest and respects the complained-against licence or certificate holder.	Nov. 07
Always request an interview with complained against holder of licence or certificate	Facts gathered without speaking to the complained-against licence or certificate holder	To enable the Complaints Committee to examine all records and relevant information relating to the complaint and not just rely on the complained-against licence or certificate holder's written response.	Nov. 07

<sup>1</sup> Pursuant to PEA s. 7(1)6} for a complaint and requiring that complainants put their complaints in writing in accordance with those formal requirements.

<sup>2</sup> The licence or certificate of authorization holder(s) name in the public complaint.

Ongoing Improvement Plan		Rationale for Change	Effective Date
Improved Process	Previous Process		
Expert reports provided to the complained-against licence or certificate holder once finalized and not the complainant	Expert reports were provided to both the complainant and the complained-against licence or certificate holder when the formal complaint was finalized.	Ensure fairness and reasonable time to the complained-against licence or certificate holder to have the opportunity to review and respond to experts' reports, independent expert reports obtained by PEO will be disclosed to the complained-against licence or certificate holder prior to the preparation of the " <i>Complaint Summary and Allegations</i> "	Nov. 07
Alternative Dispute Resolution (before the file is reviewed by the Complaints Committee}	n/a	Provide a means for the complainant and complained-against licence or certificate holder to resolve issues when there is not a serious public interest concern.	2006
Adding the use of voluntary undertakings from the complained-against licence or certificate holder to the "other actions" the Complaints Committee may take (including interview and letter of advice)	Complained-against licence or certificate holder invited to meet with the committee for an interview. Complained-against licence or certificate holder might get a letter of advice from the committee.	Regarding certain complaints, having the complained-against licence or certificate holder improve practice is an appropriate resolution without proceeding to a public discipline process.	Jan. 08
Lay public representation on Complaints Committee, lay Lieutenant Governor Appointed (LGA) Councillor added, PEA amended to permit "persons appointed by the Attorney General".	No lay public representation on Complaints Committee	Members of the public are able to provide a different perspective.	Dec. 07 Oct. 10

Ongoing Improvement Plan		Rationale for Change	Effective Date
Improved Process	Previous Process		
Discontinue the Stipulated Order Process and implement alternatives to deal with less serious matters.	Stipulated Order Process with the complainant and complained-against licence or certificate holder as the parties	Complaints Committee using other tools. Recognition that the complainant is not a party and has no ongoing role, other than possibly as a witness for prosecution, after filing the <i>Form of Complaint</i> .	Oct. 07
Matter referred to Discipline based on Form of Complaint completed by complainant, and Complaint Summary and Allegations document.	Matter referred via staff-completed Form of Complaint	Complaints Committee is the body within PEO that "owns" the allegations.	Feb. 08
Complaints Committee, at a special annual meeting, reviews operational processes and receives legal training to ensure a consistent and sufficient knowledge base among all Complaints Committee members	Ad-hoc training	Complaints Committee members require legal training to carry out the responsibilities of the committee.	May 11
Complaints Committee has developed a decision aid to assist the committee in the assessment and disposition of complaint files.	No decision aid	This tool improves the consistency of actions chosen by the Complaints Committee in disposing of complaint matters.	In progress
The Discipline Committee directed to drive the process of establishing hearing dates. The PEA amended to require the chair to establish a hearing date within 90 days of referral.		Timely hearing. At 2010 Workshop, Council established a time standard for the process, from filing of complaint to issuing of decision and reasons, to be 180 days.	In progress  Oct. 10

Ongoing Improvement Plan		Rationale for Change	Effective Date
Improved Process	Previous Process		
Public members will be appointed to the Discipline Committee as soon as operationally practicable. Now the PEA amended to permit "persons approved by the AG".	Members only. <sup>3</sup>	Public participation on Discipline panel increases transparency.	TDB
Regular Discipline Committee training sessions to ensure a consistent and sufficient knowledge base among all Discipline Committee members.	Ad-hoc training	Discipline panel members must be trained prior to carrying out required duties.	March 08
Chair of the Discipline Committee appoints the Panel Chairs	Discipline panel selected its chair	Panel Chairs to be appointed from the pool of experienced Discipline Committee members who had received more advanced training.	Jan. 08
Independent Legal Counsel's mandate requires meeting with the Chair or panel to briefly review the proceedings and, in the case of a discipline hearing, providing panel members with a "refresher" on how to open the hearing, swear witnesses, mark an exhibit, deal with objections and various other procedural and technical matters that are likely to arise during the course of the hearing or pre-hearing conference.	N/A	Assists the volunteers handling all matters related to discipline matter in being adequately trained and supported prior to undertaking the requested task(s).	Oct. 07

<sup>3</sup> In 2003 transitional language in the PEA to included lay LGAs on the Discipline Committee; however, PEO could not make it operationally effective due to the limited number of lay LGAs



Ongoing Improvement Plan		Rationale for Change	Effective Date
Improved Process	Previous Process		
Discipline Committee may require the parties to attend a pre-hearing conference and the parties would retain the ability to request a pre-hearing conference.	The parties have the ability to request a pre-hearing conference.	The Discipline Committee should make all tools available under <i>Statutory Powers Procedure Act</i> to ensure the efficient use of tribunal resources and procedural fairness to the parties. Efficacy of the pre-hearing conference process focuses on streamlining processes and procedural matters.	Mar. 08
Allowing prosecuting counsel (on the instructions of appropriate PEO staff) to initiate settlement discussions with the complained-against licence or certificate holder or counsel and to address issues of costs in the context of those discussions.	Council directive to staff to seek costs.	Use well structured settlement procedures to improve the efficacy of the process.	Nov. 07
Where the identity of proposed witnesses is known, those names are added to the Discipline Committee conflict check to ensure that no conflicts exist in relation to those individuals.	N/A	Discipline Committee panels should be prepared to conduct the hearing and manage possible conflicts and apprehensions of bias.	Nov. 07
Tribunal Office provides training and precedent to assist Discipline Committee panels and provide ongoing support for panels.	General training provided regarding the writing of reasons.	Timely, written decisions and reasons strengthen PEO discipline process.	Mar. 08

Ongoing Improvement Process		Rationale for Change	Effective Date
Improved Process	Previous Process		
Members of Complaints and Discipline committees must recuse himself/herself for all committee activities when they are the complained-against licence or certificate holder in a complaint or discipline matter, until such matter is resolved.	<p>Council permitted full participation of any member, as allegation had not been proven.</p> <p>Rely on member to declare a conflict.</p> <p>Discipline Committee chair would appoint such members to panels.</p>	Manages possible conflicts and apprehensions of bias. It avoids panel quorum issues should such member have to withdraw after a panel is formed.	Feb. 10
The Discipline Committee chair may consider hearing motions at the start of the hearing.	Motions had to be heard two weeks before the start of the hearing.	Permits the parties to deal with issues via motions without having to reschedule hearing to meet time constraint.	May 10
<p>Means to reconsider referrals to Discipline Committee, without having a hearing.</p> <p>Note: Legal opinion received, and placed on Complaints Committee Workplan.</p>	Matters once referred can only be concluded by a hearing before a Discipline Committee panel. <sup>4</sup>	Where additional information suggest that the allegations are without merit (or less serious), the referring body should have the ability to reconsider its referral.	In progress

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<sup>4</sup> In 2008, Discipline Committee removed the rule permitting the prosecution to motion to withdraw allegations.

<b>Ongoing Improvement Plan</b>		<b>Rationale for Change</b>	<b>Effective Date</b>
<b>Improved Process</b>	<b>Previous Process</b>		
Creation of the Tribunal Office to provide a separation of support functions related to prosecution and adjunctions.	All support provided by Regulatory Compliance.	Both the members of the public and complained-against licence or certificate holder should understand how the process works, rely on its predictability and uniform application, and be informed of benchmarks for accomplishing certain steps; operate fairly, keeping in mind the rights of both complainants and complained-against licence or certificate holders, and balancing the public interest with procedural fairness.	2006
In-house legal counsel as the prosecution.	External prosecution counsel retained for each referred matter.	The change has increased the availability of counsel for pre-hearings and hearings. In addition to the cost savings, in-house counsel is able to provide training, advice and guidance to investigators as to the type of information that is relevant.	Oct. 08

## PEO Core Values

Accountability

Respect

Integrity

Professionalism

Teamwork



**Professional Engineers**  
Ontario

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Toronto ON M2N 6K9  
416-224-1100; 800-339-3716  
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Enforcement Hotline: 416-224-9528, ext. 1444; 800-338-3716, ext. 1444

## THE PEO DISCIPLINE FRAMEWORK

**Purpose:** To adopt the PEO Discipline Framework

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

**Whereas** PEO’s Discipline Function, according to the *McRuer Royal Commission Inquiry into Civil Rights* in the Province of Ontario - 1968 Report (“*McRuer*”), is one of the most important functions of a Regulated Profession;

**And Whereas**, again, according to *McRuer*, and, indeed, according to Right-Thinking generally: Fairness & Due Process under Law in Discipline is required in and by the Public Interest;

**And Whereas** such Fairness should be thus fundamental to PEO’s attitudes and actions;

**And Whereas** the words of Associate Justice Jackson of the Supreme Court of the United States, in a speech in 1940 to US Federal prosecutors are very relevant and accordingly, set out here:

*...Nothing better can come out of this meeting of law enforcement officers than a rededication to the spirit of fair play and decency that should animate the federal prosecutor. Your positions are of such independence and importance that while you are being diligent, strict, and vigorous in law enforcement you can also afford to be just. Although the government technically loses its case, it has really won if justice has been done ...*

*The qualities of a good prosecutor are as elusive and as impossible to define as those which mark a gentleman. And those who need to be told would not understand it anyway. A sensitiveness to fair play and sportsmanship is perhaps the best protection against the abuse of power, and the citizen’s safety lies in the prosecutor who tempers zeal with human kindness, who seeks truth and not victims, who serves the law and not factional purposes and who approaches his task with humility.*

**Therefore, to Reiterate & Make Publicly Manifest & Effective, PEO’s Commitment to Fairness:**

**That Council adopt the PEO Discipline Framework, including the Title & Preamble – called “The PEO Discipline Framework” and all necessary or useful changes in PEO Policies and Procedures that are relevant are hereby made (such amendments to be reflected forthwith in writing) to accord with it, in Spirit as well as in Substance.**

**The PEO Discipline Framework presented to Council on June 23, 2017 contains the following:**

1. Only matters of Substance are to be treated as Misconduct (or other matters subject to PEO Discipline process, by whatever name(s)) and prosecuted as such.
2. PEO Prosecutors are to conduct themselves in accordance with the spirit of the Preamble and especially Justice Jackson's comments recited in it.
3. PEO Prosecutors have the express Duty and Discretion, of their own motion, and free from suggestion, or direction, or compulsion, or detriment, to refuse prosecutions they believe to be against the Substance or Spirit of the Preamble or otherwise wrong.
4. If the matter in question is already being (or expected soon to be) dealt with by the regular Court System, PEO will defer to that Court process and not attempt to duplicate or parallel, or second-guess it.
5. PEO will not level multiple or excessive charges, but rather only those charges that are reasonably necessary to uphold meaningful professional standards (including standards of professional competence & professional ethics).
6. Subject always to maintaining reasonable professional standards, PEO will not act as a *de facto* Party or Party-Surrogate in what reasonably seems to be, or in fact is, essentially a private – or even malice-based – dispute between a Client and a PEO Member.
7. Although a PEO proceeding is not a "Criminal" proceeding *per se*, it is an extremely serious one, one that, as stated by *McRuer*, could result in a Member's "economic death", and accordingly:
  - (a) The Defendant-Member is to be accorded the Presumption of Innocence.
  - (b) PEO will have the onus of proving its case.
  - (c) The proof will be "on a balance of probabilities, on cogent and convincing evidence".
8. If a PEO Prosecution is successful: PEO will not seek an award of Costs from the Defendant-Member, except in extraordinary or unusual circumstances, in which case Costs (and their amount) are not, in any event, to be accorded as a matter of Right, but in the Absolute Discretion of the Panel, and would be on a modest scale.
9. Prior to, or during, or after Trial, PEO will not use the matter of potential Costs as a lever (nor will PEO use other like inducement) to persuade the Defendant-Member to plead Guilty, or to forgo an Appeal.
10. If a PEO Prosecution is unsuccessful (in whole or in part): PEO will not appeal to the Divisional Court (or such other authority as may be available) except in extraordinary or unusual circumstances, and with the express advance Consent of PEO Council, the giving of which Consent shall be in accordance with such considerations as:
  - (i) The normal deference given to the decision of a Panel by the Courts.
  - (ii) Whether the decision of this Panel was unanimous.
  - (iii) Whether the decision of this Panel met the normal tests of not being
    - (a) Manifestly against the Weight of the Facts, or
    - (b) Clearly inconsistent with the Law.

11. If PEO appeals an unsuccessful prosecution (in whole or in part), as opposed to simply responding to a Defendant-Member originated appeal: PEO shall pay the reasonable costs of Defendant-Member's legal counsel.
12. If PEO appeals and it seems that the Defendant-Member will not appear to contest that appeal: PEO Council – independent of PEO Management – shall retain (at PEO's expense) legal counsel to appear as an intervenor "Friend-of-the-Court" to attend the Court Hearing – and independent of instruction by PEO – to ensure Balance and Fairness, and to give the Court Proper Perspective on the Panel's Process and Role.

**Prepared by:** Lew Lederman QC, LGA Councillor and Royden Fraser, P.Eng., Councillor-at-Large  
**Moved by:** Lew Lederman QC, LGA Councillor

## 1. Need for PEO Action

1. Is this Motion establishing a Discipline Framework not Unnecessary and/or Redundant ?

**No.**

It states many things that, like many parts of Common Law & Practice, are in our view already accepted as applicable, but have never been written down conveniently in one place; and it states other things that are indeed new and we submit should be applicable.

It amounts to a Codification of sorts.

2. Is this not simply a "Repeat" of a Motion defeated in the April 2017 Council Meeting ?

**No.**

The earlier Motion – *though its treatment was, and continues to be: instructive* – dealt with Council sponsoring an intervention respecting *a current Divisional Court case*. This Motion here is different. It brings together many themes that constitute Policy and Process generally, which of course interrelate, but *do not involve a current case*.

3. Justice Jackson of the US Supreme Court is quoted at length. Is this not the wrong interjection of "foreign" law, or simply an undue degree of "bleeding heart" stuff ?

**No & No.**

*First:* US Law & legal tradition are part of Canadian shared heritage from Britain.

His words quoted are a classic statement of what a proper prosecution should be.

*Second:* Jackson was neither a "bleeding heart" nor a mere theoretician. (Nor, for that matter, was former Chief Justice of the Ontario High Court *McRuer*, also referred to in the Preamble & below). Aside from Jackson's USSC role, he was the Representative & Chief Counsel for the United States at the Nuremberg War Crimes Trials.

4. Should this matter not be deferred & assigned to a PEO Committee or Task Force ?

**No.**

This is quintessentially Council's job. Our statute gives Council the responsibility.

Deferring & assigning on would be a shirk or dodge. And an unproductive shirk or dodge as none of PEO's Committees or Task Forces are seized with or expert in such matters.

5. Should this matter not be assigned to PEO Management ?

**No.**

PEO Management reports to PEO Council. Not vice-versa.

6. Should the 12 parts of this Motion not be broken up & studied & addressed separately ?

**No.**

They constitute and integral whole. As a “Code”, they interrelate in many ways.

But more than that: They constitute a statement of Principle by the Council, a Declaration that we will treat Member-Defendants fairly, and thus address *McRuer’s* comment :

***Unless the interests and rights of the accused are protected under the present system, or unless the present system can be modified by the introduction of safeguards for those interests and rights, the argument is very strong that the right to dispense private professional penal justice be withdrawn and all disciplinary matters decided by courts of law. (Vol 3, p. 1183)***

This is especially important & timely also in the context of the Motion\* presented at the AGM just past, citing “other regulators have lost their ability to self-regulate due to ineffective governance practices (e.g. Order des ingenieurs du Quebec, Tarion in Ontario and the BC real estate industry)”.\*MacCumber/Campbell

## 2. Proposed Action / Recommendation

That Council adopt the PEO Discipline Framework.

## 3. Next Steps (if motion approved)

All necessary or useful changes in PEO Policies and Procedures that are relevant to the PEO Council Discipline Framework are hereby made (such amendments to be reflected forthwith in writing) to accord with it, in Spirit as well as in Substance.

## 4. Peer Review & Process Followed

<b>Process Followed</b>	The PEO Discipline Framework was developed by Lew Lederman, QC, LGA Councillor and Roydon Fraser, P.Eng., Councillor-at-Large and presented to Council at the June 23, 2017 meeting
<b>Council Identified Review</b>	
<b>Actual Motion Review</b>	The PEO Discipline Framework will be reviewed by Council at the June 23, 2017 meeting.

## 5. Appendices

- Appendix A – Annotated Motion



ANNOTATIONS (RED May 23<sup>rd</sup>) – With Several Key Parts: Added as the Result of Peer Review  
**PEO COUNCIL MOTION – DISCIPLINE (May 9<sup>th</sup>, 2017)**  
SEE ALSO BACKGROUNDER (May 9<sup>th</sup>) – Attached

Motion Moved By: Lew Lederman QC, LGA PEO Councillor  
Motion Seconded By: Roydon A. Fraser Ph.D., P. Eng., FEC, PEO Councillor-at-large

Question: *Why are we proposing this formal “Discipline Framework” for PEO ?*

Answer: *Even though PEO is “established by Statute” to Regulate Professional Engineers, in a sense, we believe: PEO “must earn its Right” to Regulate – every day – by its Actions.*

Question: *In a word: What is this Framework about anyway ?*

Answer: *“Fairness”.*

*And, as said below, but bears underlining: Fairness is required in and by the Public Interest.*

Question: *Is there a “Problem” this “Framework” seeks to solve ?*

Answer: *Yes. All Professional Regulators are presently facing public, even governmental Skepticism; and PEO cannot be immune from this. This is surely foreseeable: If we open our eyes. Call these facts: “Problems” or “Challenges” or simply “Issues”, we believe PEO must expressly address them: Now.*

*As for tangible examples: Some “canaries-in-the-coal-mine”, so to speak, already recognized by PEO (see the recent AGM Resolution & Council comment) are: Tarion in Ontario, the Ordre des ingénieurs du Québec, and the BC Real Estate Industry government interventions.*

Question: *So, how does this “Framework” help in this ?*

Answer: *It addresses the “core” of what a Regulator does – enforce Standards through “Discipline”. PEO is already – as we see it – a leader in “Fair” Regulation. We must, however, actively Manifest this; and, where we can Improve – Do so, and Demonstrate it. That is what this “Framework” seeks to do.*

Question: *Why do we use this “Framework” Format ?*

Answer: *This “Framework” is a form of “Code”. And a Code is a well-established way of: (i) bringing together in one place (from often disparate, and sometimes hard-to-find locations) already Settled Law; (ii) filling gaps; and (iii) where useful and proper – making changes.*

**THE PEO DISCIPLINE FRAMEWORK** (Enacted [Date] )

Preamble:

Whereas PEO’s Discipline Function, according to the *McRuer Royal Commission Inquiry into Civil Rights* in the Province of Ontario - 1968 Report (“*McRuer*”), is one of the most important functions of a Regulated Profession;

*Mullan in 2005 called the McRuer Commission “undoubtedly one of the watersheds in the evolution of Ontario administrative law and, indeed, the administrative law of Canada”.*

*Boyer in 1994 wrote “the driving spirit behind McRuer was his passion for justice. He believed the justice system should serve the oppressed, regardless of their ability to pay. McRuer saw a pressing need to adapt the law so that it would better serve all people ...”*

And Whereas, again, according to *McRuer*, and, indeed, according to Right-Thinking generally: Fairness & Due Process under Law in Discipline is required in and by the Public Interest;

And Whereas such Fairness should be thus fundamental to PEO’s attitudes and actions;

And Whereas the words of Associate Justice Jackson of the Supreme Court of the United States, in a speech in 1940 to US Federal prosecutors are very relevant and accordingly, set out here:

*...Nothing better can come out of this meeting of law enforcement officers than a rededication to the spirit of fair play and decency that should animate the federal prosecutor. Your positions are of such independence and importance that while you are being diligent, strict, and vigorous in law enforcement you can also afford to be just. Although the government technically loses its case, it has really won if justice has been done ...*

*The qualities of a good prosecutor are as elusive and as impossible to define as those which mark a gentleman. And those who need to be told would not understand it anyway. A sensitiveness to fair play and sportsmanship is perhaps the best protection against the abuse of power, and the citizen's safety lies in the prosecutor who tempers zeal with human kindness, who seeks truth and not victims, who serves the law and not factional purposes and who approaches his task with humility.*

*These Remarks of Justice Jackson (who, aside from having served on the Supreme Court of the United States, in 1945 was the US Representative and Chief Counsel at the Nuremberg War Crimes Trials) are a classic and one of the best, and most accurate and inspiring settlements-out – anywhere – of the duties of a Prosecutor. His overriding theme of “Fair Play” as crucial to “Justice” is well worth underlining here.*

Therefore, to Reiterate & Make Publicly Manifest & Effective, PEO's Commitment to Fairness:

The following Framework, including the Title & Preamble – called “The PEO Discipline Framework” – shall be immediately adopted & put into effect, and all necessary or useful changes in PEO Policies and Procedures that are relevant are hereby made (such amendments to be reflected forthwith in writing) to accord with it, in Spirit as well as in Substance.

1. Only matters of Substance are to be treated as Misconduct (or other matters subject to PEO Discipline process, by whatever name(s)) and prosecuted as such.

*“Matters of Substance”, in normal circumstances will mean matters that go to the “Core” of Competence as an Engineer as reflected in recognized Standards.*

*Using Discipline Process to address matters that are “Not-Of-Substance” moreover, must not only diminish the important place in Professional Regulation of the Discipline Process overall, but also serve to Divert scarce resources, and Delay the proper administration of Justice.*

*And as for the problem of “Delay”, all those in the field of “Penal” Prosecutions (which McRuer says these Discipline Proceedings of PEO, indeed, are), should be aware of the Supreme Court of Canada's authoritative instruction to “expedite” (!)*

2. PEO Prosecutors are to conduct themselves in accordance with the spirit of the Preamble and especially Justice Jackson's comments recited in it.

*Again, the Jackson Comments reflect Proper Standards in all Anglo-American jurisdictions. They are not only authoritative, but also inspirational.*

3. PEO Prosecutors have the express Duty and Discretion, of their own motion, and free from suggestion, or direction, or compulsion, or detriment, to refuse prosecutions they believe to be against the Substance or Spirit of the Preamble or otherwise wrong.

*Public Prosecution Service of Canada Desk Book: As part of their quasi-judicial role as “ministers of justice”, Crown counsel ensure that prosecutions based on sufficient evidence and which best serve the public interest are brought before the courts. In the exercise of this power, Crown counsel have a high ethical duty to act independently, fairly and objectively without either negative or positive animus towards the accused. (Section 2.3: Decision to Prosecute)*

4. If the matter in question is already being (or expected soon to be) dealt with by the regular Court System, PEO will defer to that Court process and not attempt to duplicate or parallel, or second-guess it.

*It is a mistake & unfair & wrong: to duplicate, parallel, or second-guess the regular Court system.*

5. PEO will not level multiple or excessive charges, but rather only those charges that are reasonably necessary to uphold meaningful professional standards (including standards of professional competence & professional ethics).

*It is unfair: to overwhelm an accused with multiple or excessive charges, especially when not directly and closely connected with meaningful Professional Standards, and moreover are likely to result in more complex, lengthy, and/or unduly expensive proceedings.*

6. Subject always to maintaining reasonable professional standards, PEO will not act as a *de facto* Party or Party-Surrogate in what reasonably seems to be, or in fact is, essentially a private – or even malice-based – dispute between a Client and a PEO Member.

*It flies in the face of PEO’s Public Interest Mandate to end up – by, in effect, closing its eyes – acting as an unwitting dupe in essentially “private” disputes.*

7. Although a PEO proceeding is not a “Criminal” proceeding *per se*, it is an extremely serious one, one that, as stated by *McRuer*, could result in a Member’s “economic death”, and accordingly:

- (a) The Defendant-Member is to be accorded the Presumption of Innocence.
- (b) PEO will have the onus of proving its case.
- (c) The proof will be “on a balance of probabilities, on cogent and convincing evidence”.

*McRuer:*

*Disciplinary powers are penal powers. (p. 1182).*

*Basic concepts of penal justice, such as the presumption of innocence, have just as much place in such [disciplinary] proceedings as in courts of law. (p. 1183)*

*In disciplinary cases it is sufficient to say that where a finding of guilt warrants disqualification from the practice of a profession, the standard of proof should be very high and convincing ...*

*No definite rule should be laid down. The question should be: Is the proof sufficient to satisfy reasonable men, exercising prudence and caution in the particular circumstances of each case, that the decision to exercise disciplinary powers is a just decision ? (p. 1202)*

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NOTE 1:

*Provisions 1 to 7 are, in our view, either in substance already Settled Law or Reasonably Flow from it;  
And, in any event, represent demonstrable "Fairness".*

*Provisions 8 to 12 either Fill Gaps or Make Useful & Proper Changes that, again: Promote "Fairness."*

NOTE 2

*As stated in the attached Backgrounder: None of these Provisions, in our view, in order to be  
properly considered: require severing into parts or deferral or assignment  
to a PEO Committee or Task Force, or  
to PEO Management or  
to anyone else.*

*In our submission: These are straightforward matters:  
That simply need the straight-thinking of Council.  
And Council is authorized to do this; and, indeed, is required to do this.*

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8. If a PEO Prosecution is successful: PEO will not seek an award of Costs from the Defendant-Member, except in extraordinary or unusual circumstances, in which case Costs (and their amount) are not, in any event, to be accorded as a matter of Right, but in the Absolute Discretion of the Panel, and would be on a modest scale.

*Law: In Penal proceedings Costs are not normally awarded & McRuer says these are "Penal".  
In Civil Cases: Costs are typically Discretionary & are not awarded "as of Right" to the Winner.*

*Policy: Even if a PEO Discipline Panel does have – in Law – the Power to award Costs: PEO Council can limit this Power, so that such Power, at best, be Modest-Panel-Discretionary only.*

*And moreover, the better case, arguably, would be that Costs in such a circumstance amount to an additional penalty (like a fine), and accordingly, should not normally be awarded at all.*

9. Prior to, or during, or after Trial, PEO will not use the matter of potential Costs as a lever (nor will PEO use other like inducement) to persuade the Defendant-Member to plead Guilty, or to forgo an Appeal.

*The spectre of back-breaking Costs could be used "in terrorem" to persuade an accused to plead guilty (even if, in fact, innocent) in order to avoid bankrupting her/his family to pay them.*

10. If a PEO Prosecution is unsuccessful (in whole or in part): PEO will not appeal to the Divisional Court (or such other authority as may be available) except in extraordinary or unusual circumstances, and with the express advance Consent of PEO Council, the giving of which Consent shall be in accordance with such considerations as:

[See Over]

- (i) The normal deference given to the decision of a Panel by the Courts.
- (ii) Whether the decision of this Panel was unanimous.
- (iii) Whether the decision of this Panel met the normal tests of not being
  - (a) Manifestly against the Weight of the Facts, or
  - (b) Clearly inconsistent with the Law.

*NOTE: PEO's Complaints and Discipline Process Task Force's Final Report to Council, September 23, 2011 recommended: "[19] That the registrar develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee. Rationale – from time to time it may be in PEO's or the public interest to appeal a decision." This was not done (!) Somehow it was overlooked. Now – after some 6 years – it is more than time for Council to act.*

*The fact that this (NEW) Provision makes the Council the ultimate "decider" on whether or not PEO will Appeal, reflects the fact the Act places responsibility for PEO squarely with Council.*

*And recognizes that the Decision appealed from is the Decision of PEO's "own Panel".*

*This question of whether or not to Appeal is not alone:  
Whether or not PEO – as a technical matter – CAN Appeal,*

*It is also a question of:  
Whether or not PEO – as a matter of Judgment, Proper Policy & Conscience – SHOULD Appeal.*

*As for the three "considerations" listed above as to be addressed ...  
These are effectively the ones that a Court on would Appeal use as its own "tests".*

11. If PEO appeals an unsuccessful prosecution (in whole or in part), as opposed to simply responding to a Defendant-Member originated appeal: PEO shall pay the reasonable costs of Defendant-Member's legal counsel.

*This (NEW) Provision reflects the need for a "level playing field", whereby PEO should not use its resources – in effect "limitless", compared to the accused – to gain an ultimate conviction though the "power of its pocket-book". That would be Unfair.*

*Moreover, as for "authority": It was Magna Carta (clause 40) that said  
"To no one would the King sell, deny, or delay right or justice."*

12. If PEO appeals and it seems that the Defendant-Member will not appear to contest that appeal: PEO Council – independent of PEO Management – shall retain (at PEO's expense) legal counsel to appear as an intervenor "Friend-of-the-Court" to attend the Court Hearing – and independent of instruction by PEO – to ensure Balance and Fairness, and to give the Court Proper Perspective on the Panel's Process and Role.

*This (NEW) Provision addresses, as the Preamble underlines –  
That PEO's Duty in Discipline is Balance & Fairness.*

*Given that PEO Prosecution would appeal with Management's approval and funding; and  
Given that a decision of a PEO Discipline Panel would be the subject of the Appeal; and  
Given that PEO Council bears ultimate responsibility for ensuring Balance & Fairness ...*

*Realistically & Practically: This (NEW) Policy is the best (perhaps only) way to accomplish this.*

## COUNCIL TERM LIMITS TASK FORCE RECOMMENDATIONS

**Purpose:** To approve recommendations regarding succession planning and term limits.

**Motion(s) to consider: (requires a simple majority of votes cast to carry)**

- 1. That Council approve the succession planning and term limits recommendations as presented to the meeting at C-513-2.3, Appendix A.**
- 2. That the Council Term Limits Task Force be stood down with thanks.**

**Prepared by:** Nancy Hill, P.Eng., Vice Chair, Council Term Limits Task Force

**Moved by:** Nancy Hill, P.Eng.

### 1. Need for PEO Action

The Council Term Limits Task Force (CTLTF) was created by PEO Council at its February 2016 meeting, pursuant to its November 2015 approval in principle of establishing term limits and succession planning for Council positions. Per its Terms of Reference, the Task Force was to analyze the practices at other self-regulating organizations and engineering associations in Canada, and to provide a report to Council before the 2017 AGM.

In fulfilling its mandate, the Task Force analyzed the membership of PEO Council for the previous 20 years, which covers the period since the last major review of election procedures in 1997. In addition to surveying the practices of other regulators, it also surveyed the literature on the governance of non-profit boards, and consulted with two experts in the field to obtain additional background information. The results of this research were reviewed in an “If...Then” exercise and subsequently summarized in a conclusions and rationales matrix to ensure that conclusions were logically based.

The Task Force conducted a series of meetings between March 2016 and February 2017. Its draft Report was issued in December 2016 and peer reviewed by three PEO committees, Legislation Committee (LEC), Human Resources Committee (HRC) and Central Election and Search Committee (CESC), before being finalized and presented to Council for deliberation. In addition, the Task Force provided a presentation of its preliminary results to the Council plenary meeting in February 2017.

The Task Force presented its report at the March 2017 Council meeting. Council received the CTLTF Report and directed the report be referred back to the Task Force for further deliberation and that the Task Force report back at the June 2017 Council meeting.

The Task Force believes that the Report and Recommendations received by Council at its March 2017 meeting provided best practices and therefore, the Task Force stands by its original recommendations. However, revised recommendations for succession planning and term limits are being presented to Council in the alternative to the recommendations contained in the Task Force’s Report and as requested by Council.

One significant alternative is with respect to a 10 year hiatus or absence from Council for anyone who reaches *their term limit*. The Task Force believes that the hiatus period:

- needs to be significant enough to provide for true Council renewal
- needs to be long enough so that the returning member brings to Council new work and life experience (such as being at a different career stage) upon their return to Council
- be 10 years to diminish the incumbent advantage during Council elections.

Revised recommendations are attached at Appendix A.

## 2. Proposed Action/Recommendation

It is recommended that Council approve the recommendations for succession planning and term limits and as outlined in Appendix A.

## 3. Next Steps (if motion approved)

- The revised recommendations along with the policy direction outlined in the Council Term Limits Task Force (CTLTF) Report and Recommendations would be sent to the Legislation Committee for development of any necessary Act, Regulations and/or By-law changes.
- Council would establish a succession planning task force to implement the succession planning recommendations with an annual budget of at least \$60,000. For 2017, funding would be drawn from the Council reserve.

## 4. Peer Review & Process Followed

<b>Process Followed</b>	The Council Term Limits Task Force was established by PEO Council at the February 2016 meeting. The Task Force met starting in March 2016. A report from the Task Force was presented at the March 2017 Council meeting.
<b>Council Identified Review</b>	As set out in the Council Term Limits Task Force Terms of Reference, a draft report from the Task Force was peer reviewed by the Legislation Committee, Human Resources Committee and the Central Election and Search Committee.  Council received the report from the Task Force at the March 2017 meeting and directed the report be referred back to the Task Force for further deliberation and that the Task Force report back at the June 2017 Council meeting.
<b>Actual Motion Review</b>	Council passed the follow motion at its March 2017 meeting: <ul style="list-style-type: none"> <li>a. That Council receives the Council Term Limits Task Force (CTLTF) Report and Recommendations as presented to the meeting at C-511-2.1, Appendix A.</li> <li>b. That the matter be referred back to the Council Term Limits Task Force for further deliberation and that the Task Force report back at the June 2017 Council meeting.</li> <li>c. That the Task Force be given a budget of \$2000 to cover the cost of a face-to-face meeting.</li> </ul>

## 5. Appendices

- Appendix A – Council Term Limits Task Force Revised Recommendations for Succession Planning and Term Limits

## **Council Term Limits Task Force (CTLTF) Revised Recommendations for Succession Planning and Term Limits**

### **SUCCESSION PLANNING**

1. Council must identify the skills and experience that the best Councillors would exhibit.
2. Council undertakes a gap analysis on an annual basis to identify weaknesses in the current Council make-up, and identifies appropriate criteria for strengthening the team
3. The search committee employs the defined skills list to find suitable candidates in the engineering community and the PEO volunteer community.
4. PEO must develop a leadership program and provide training opportunities for interested candidates to upgrade their skill sets in the areas that are deemed of value.
5. A Future Leaders Symposium should be held yearly or bi-annually to introduce PEO, the organization and leadership possibilities within the organization, to young and new volunteers.
6. The electorate must be educated on the necessary skills and competencies to look for in Council candidates.
7. The engineering public must be educated on the importance of Council's role in regulating the profession. This may increase interest of suitable candidates to aspire for service to their profession.
8. PEO must work with engineering companies to encourage ways to facilitate their employees to consider service to the profession.
9. A determination must be made if it is possible to remove barriers that impede certain volunteers of a specific demographic (specifically age and family status) from serving on Council
10. PEO must set aside money for training and possibly employer compensation.
11. The Council Manual should be updated and be more complete so that it can be used for information and training on the expected roles, responsibilities and time commitments as a councillor.
12. A mentorship program should be set up for new Councillors.
13. HRC must share our skills competencies guideline with the Public Appointments Secretariat. It is hoped that the Lieutenant-Governor Appointed Councillors (if staggered in time) may help fill skills gaps.
14. A new six (6) member Succession Planning Task Force (SPTF) be created to develop a detailed implementation plan to implement the recommendations for



the Succession Planning program to search, train and educate the members. It is too important to assign to an existing committee.

15. The SPTF will develop a comprehensive implementation plan with schedule, future operating expenses of search and training modules, candidate targets, media programme to educate members etc.
16. Upon completion of it's work, the SPTF will be replaced by a Succession Planning Committee (SPC) to maintain the programme and manage its evolution in future years.
17. The composition of the SPTF will include a member who has served as President in the past (and has had experience on the Central Election and Search Committee and the Human Resources Committee), a member of the CTLTF and a member who has served on Advisory Committee on Volunteers. Three additional members with previous Council experience are also recommended.
18. The SPTF will convene monthly meetings and prepare a final report within 18 months of being formed.
19. Upset budget for the SPTF is at least \$60,000: including money for consultants \$25k, travel \$10k, meetings, \$10k, other \$5k, the SPTF is tasked with providing a work plan and detailed budget for the first Council meeting after forming, for Council's review and consideration.
20. Staff support expenses are external to this budget figure.
21. Succession Planning is to be an ongoing programme for PEO to develop Council leadership from this time forward. An annual budget for various components of the Succession Planning strategy is required.

## TERM LIMITS

22. A Member in good standing is eligible to serve one term only in the positions of President-Elect, President and Past President. When a member has finished their service as President-elect, President and Past President, they are not eligible to serve in any capacity on Council until the member has not been on Council for at least 10 years.
23. A member is eligible to serve as Vice- President once in any 10-year period subject to the above restriction if the member has also served as President.
24. A general member of Council (Regional Councillor and Councillor at Large) is limited to six years on Council, or seven years if elected in an interim capacity to finish another member's partial term. This limit applies whether the member serves as Regional Councillor, Councillor at Large or Lieutenant Governor Appointee (LGA). Thus, someone may serve for three 2-year terms as a Regional Councillor; or three 2-year terms as a Councillor at Large or six years as an LGA (whether that be two 3-year terms or three 2 year terms) or a

combination thereof. Once a member has reached these limits, whether the service is as a Regional Councillor, Councillor at Large or LGA or combination thereof, the member is not eligible to run for Council as a general member (Regional Councillor or Councillor at Large) until the member has not been on Council for at least 10 years. However, the member is still eligible to serve as Vice President or President in accordance with recommendations 23 and 24.

- 25.** If the member has served for less than the above maximum term limits and has not been on Council for 10 years, the member is eligible to run thereafter for any position on Council subject to the above term limits.
- 26.** For the next election cycle, include in the election material, information on recommended term limits for each position and provide information on all candidates' service on Council to date.
- 27.** Entrench in our governing legislation the recommended term limits as specified above.

## GOVERNMENT LIAISON PROGRAM (GLP) AUDIT IMPLEMENTATION PLAN

**Purpose:** To provide Council with a GLP Audit Implementation Plan to address the recommendations given in the *Government Liaison Program Audit Report* prepared by Don Dickson of D&B Dickson Management Solutions Inc.

**Motion to consider: (requires a simple majority of votes cast to carry)**

That Council:

- a) Approve the GLP Audit Implementation Plan as presented to the meeting at C-513-2.4, Appendix A – *Enhancing PEO's Government Liaison Program (GLP) Report* and Appendix B – GLP Implementation Plan
- b) Direct the Government Liaison Committee to implement the Plan

**Prepared by:** Jeannette Chau, P.Eng., Manager Government Liaison Programs

**Moved by:** Warren Turnbull, P.Eng., GLC Council Liaison

### 1. Need for PEO Action

At the November 18, 2016 meeting, Council directed that the following action be taken:

1. That Council receive the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.
2. That Council direct the Registrar, in consultation with the Government Liaison Committee, to undertake the development of a plan to implement the recommendations contained in the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.
3. That the implementation plan as specified in motion 2 be brought back to Council for approval at the June 2017 Council meeting.

### 2. Proposed Action / Recommendation

That Council approve the motions as set out above

### 3. Next Steps (if motion approved)

- The GLC will proceed to action the GLP Implementation Plan
- Additional budget allocations identified:
  - Development of online MPP interactions database – budget to be scoped and requested for by IT for 2018
  - Development of online orientation training module – budget already incorporated within the current online training modules budget
  - Certification Training Program for GLP reps – Design estimated at \$25,000 for the 2018 budget. Expenses for training – estimated at \$10,000/year

- Promote Cooperation with Engineering Professions – Government Liaison Committee (GLC) members attend events/meetings (tied to GLC terms of reference) to promote cooperation with engineering profession –estimated at \$2,500/year

#### 4. Peer Review & Process Followed

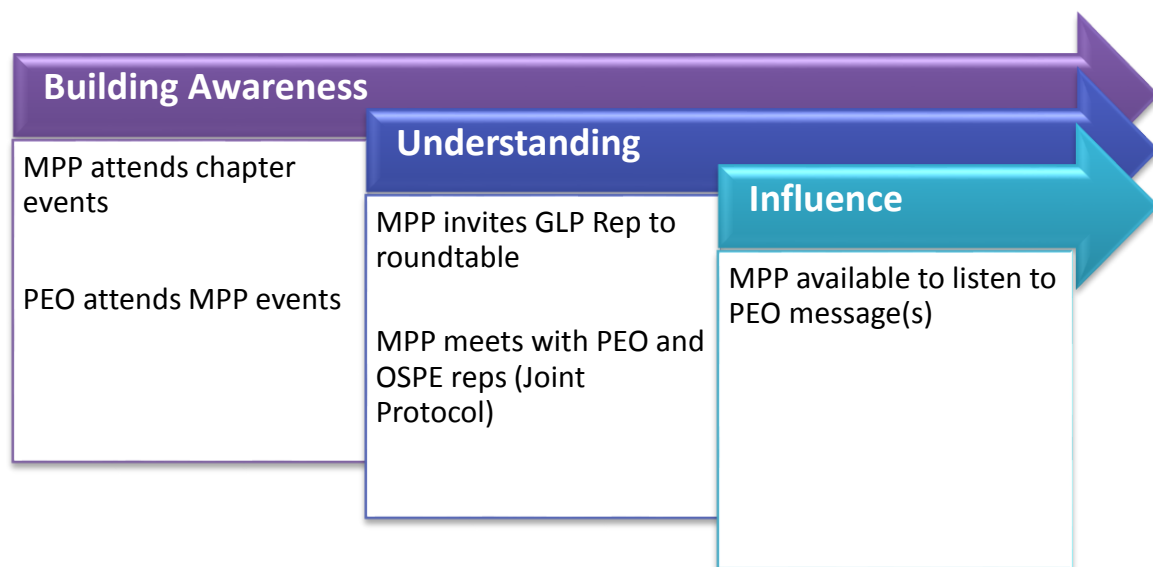
<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• Peer Review of the Consultant’s report by Executive Committee on November 2016</li> <li>• Peer Review of the Consultant’s report by the Government Liaison Committee on November 2016</li> <li>• Workshop review with the Government Liaison Committee on March 21, 2017</li> <li>• Vision Workshop of GLP 2.0 on May 3, 2017</li> <li>• Focus group with Councillors was held on May 3, 2017</li> <li>• Focus group with chapter GLP chairs was held on May 10, 2017</li> <li>• Presentation to Legislation Committee (LEC) for Peer Review was held on May 15, 2017</li> <li>• Presentation to Eastern Regional Congress for Peer Review was held on May 27, 2017</li> <li>• Presentation to West Central Regional Congress for Peer Review held on June 14, 2017</li> </ul>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• At its February 5, 2016 meeting, Council passed the following motion, “That Council direct the Registrar to undertake a review of the PEO Government Liaison Program and report back to the June 2016 Council meeting with recommendations.”</li> <li>• At its November 18, 2016 meeting, Council passed the following motions:             <ol style="list-style-type: none"> <li>1. That Council receive the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.</li> <li>2. That Council direct the Registrar, in consultation with the Government Liaison Committee, to undertake the development of a plan to implement the recommendations contained in the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.</li> <li>3. That the implementation plan as specified in motion 2 be brought back to Council for approval at the June 2017 Council meeting.</li> </ol> </li> </ul>

#### 5. Appendices

- Appendix A – *Enhancing PEO’s Government Liaison Program (GLP) Report*
- Appendix B – GLP Implementation Plan
- Appendix C – Structure of PEO’s Government Liaison Program
- Appendix D – Comments from the Focus Groups
- Appendix E – *Government Liaison Program Audit Report* presented to Council 18 Nov 2016
- Appendix F – Legislative Committee Peer Review
- Appendix G – Eastern Regional Congress Peer Review
- Appendix H – West Central Regional Congress Peer Review (to be sent after June 14, 2017)

# Enhancing PEO's Government Liaison Program (GLP)

## Implementation Plan for the GLP Audit Recommendations



Report by Government Liaison Committee (GLC)

June 2017

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We would like to acknowledge the work of the subcommittee in preparing this report:

Darla Campbell, P.Eng. Jeannette Chau, P.Eng. Daniel King, EIT Warren Turnbull, P.Eng.

## Executive Summary

### Introducing GLP 2.0

In 2017, the Government Liaison Committee (GLC) was tasked with developing an Implementation Plan for the GLP Audit Recommendations and report to Council with the Plan in June 2017.

The GLC accepted the task to write the implementation plan and rose to the challenge of leveraging this project into an opportunity to define the next level of government liaison program for PEO. We are calling this next version “GLP 2.0”.

Thank you to the GLC members who dug deep into this opportunity to search for improvement. Thank you to the volunteers from Council and GLP Chair who participated in the focus groups. Thank you to the Legislation Committee (LEC) who agreed to accept the peer review role through the lens of the LEC, even on short notice. And thank you to the Eastern Regional Councillors who provided an opportunity at their Regional Congress at the end of May for a peer review by the Chairs and Vice Chairs in the region.

Nothing ever changes without courage, commitment and perseverance. We believe that the vision presented in this report is compelling and represents what PEO deserves in their government liaison program going forward. This implementation plan provides the road map to get there.

### The Vision – GLP 2.0

By December 31, 2020 (which aligns with the end of the next strategic planning timeline), we envision PEO's Government Liaison Program (GLP 2.0) operating as follows.

#### The GOAL: How Government Interacts with PEO

We have input to government. MPPs listen to us, respect our position and incorporate our comments into legislation, regulations and policies. We have established a system and strategy where government listens to PEO on issues important to PEO and its ability to self-regulate and protect public interest.

MPPs from all parties and their chiefs of staff recognize that “Engineers Know”, i.e. have knowledge about technical issues, and don't hesitate to reach out to their GLP Rep for input on technical issues that are before the government.

MPPs look forward to meeting with us as leaders of the engineering profession because our meetings are valuable to them, we bring our engineering partners to the table to address issues that fall within their areas of expertise and/or responsibility.

PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and

## Enhancing PEO's Government Liaison Program (GLP) – Report

directs to OSPE, CEO, PEGO, Engineers Canada, etc.). PEO is the envy of other regulators, many who continue to have trouble connecting with their MPPs in the aftermath of the change in the political fundraising rules that came into effect on January 1, 2017.

Ministers and key government staff call PEO regularly and proactively about regulations impacting the practice of professional engineering in the province, showing cooperation in working together to protect the public interest.

### How HQ supports the program

GLP Reps, one for each riding, are selected, well trained and confident in their abilities to represent PEO in speaking to their MPP. There is a good database of information on their previous interactions with MPPs and information on the MPPs themselves. A good set of communications materials, training materials and tools (info documents and training) are available, and the availability of these is well known by everyone in the program.

### How Council supports the program

PEO Council, OSPE, PEGO, GLC all agree and march to the same beat. Council sets objectives for the GLP and works together to achieve strategic objectives of all the groups. There is talk outside the silos.

### How GLP Reps support the program in the chapters

Chapter GLP Reps have developed a good relationship with the MPP so that they know who to call to have professional engineers involved in their own MPP events or discussions. Chapters consistently invite MPPs to speak. Proper protocol is followed. MPPs speak up at Queen's Park to acknowledge the work of professional engineers and have recent Take Your MPP to Work Days to talk about.

### How Meetings with MPPs support the program

The GLP Rep meets MPPs with the OSPE rep and both contribute to setting the agenda and contributing to the meeting. They each have their own business cards and information. The GLP Rep has been selected and matched with the MPP, either living or working in the riding and ideally have other shared interests. The GLP Rep is well trained and has good communication skills. There is a verbatim message for the GLP Rep to relay when speaking for themselves and not the PEO. MPPs see it as a valuable meeting and can see the difference between the advocacy and the regulatory side.

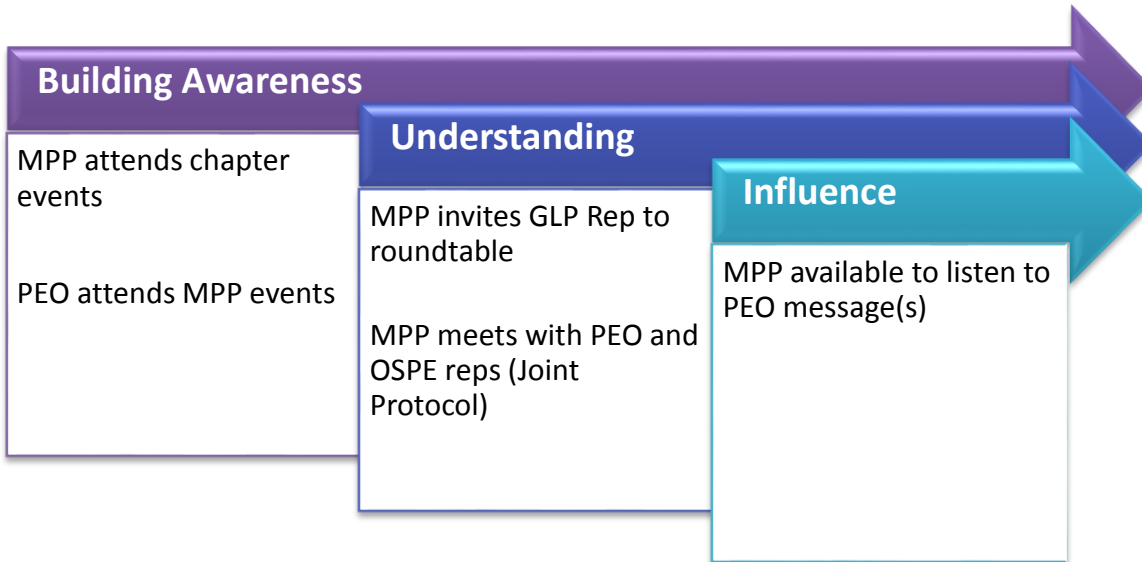
## Government Liaison Program 2.0

Throughout this report, the Government Liaison Program (GLP) will be referred to as "the program".

Activities at the local level aim to build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO's role and position on issues (i.e. key messages). The goal of building relationships is to become a "trusted advisor" where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. The program cannot guarantee success when it comes to influencing decision-makers; what the program can do is to build relationships with the MPPs

## Enhancing PEO's Government Liaison Program (GLP) – Report

which are precursors to being in a position to influence. See Figure: Three Levels of Impact in Government Relations, below.



**FIGURE: THREE LEVELS OF IMPACT IN GOVERNMENT RELATIONS**

There is a misconception that the program is only relevant to the work of PEO when there is an “ask” of government. On the contrary, if the program isn’t doing a good job building relationships, we will never get the meetings that are necessary to advance the issues of importance to PEO. Once the program is operating successfully in building awareness and understanding, then within a 6 month window a strategy could be developed to mobilize the GLP Reps to reach out on a specific key message to their MPPs.

### Tracking the Enhancements of the Program

Five challenges to the program were identified as an opportunity to focus on enhancements to the program that would overcome/mitigate these challenges. If the new program could overcome these challenges, it was felt that the enhanced program would be in a position to better serve PEO and meet the objectives of the program. The following table, identifies key initiatives and metrics for each of the five key enhancements of the program and references specific recommendations from the audit report, where applicable.



## Enhancing PEO's Government Liaison Program (GLP) – Report

ENHANCEMENTS OF THE PROGRAM	Key Initiatives	Alignment with Rec	Metrics
<p><b>1. Reporting and accountability of the program</b></p> <ul style="list-style-type: none"> <li>• Council informed of GLP activities</li> <li>• Council approved policies within which to operate</li> </ul>	<p>1a. Establish regular reporting to Council and Executive Committee (i.e. standing agenda item) with metrics against objectives. <b>R7</b></p> <p>1b. Council to approve objectives for program or affirm existing ones. <b>R1, 4, 5</b></p> <p>1c. Council to approve policies to govern operation of GLP (through GLC).</p> <p>1d. Terms of reference for GLC to be revised and name change. <b>R5</b></p>	<p><b>1, 4, 5, 7</b></p>	<p>Report activities against objectives to Council.</p> <p>Approved objectives and policies in place.</p> <p>Revised TOR for GLC/new name done.</p>
<p><b>2. Activities within GLP are delivered in a consistent manner</b></p> <ul style="list-style-type: none"> <li>• Message being DELIVERED to MPPs</li> <li>• Message being RECEIVED by MPPs</li> <li>• Report back from GLP Reps</li> </ul>	<p>2a. Key messages for MPPs to be approved by GLC and issued quarterly to GLP Reps. <b>R16</b></p> <p>2b. MPP interaction database to report meetings and show trends. <b>R6</b></p> <p>2c. Support for meetings through HQ</p> <p>2d. GLP Reps selected to ensure a good fit with the MPP. <b>R24</b></p> <p>2e. Orientation for new GLP Reps provided within 30 days of appointment, prior to contact with MPP. <b>R8to13</b></p> <p>2f. Training and coaching provided to GLP Reps. <b>R8to13</b></p>	<p><b>6 8 to 13 16, 24</b></p>	<p>Report on <b>key messages</b> delivered to MPPs (on riding basis) and when.</p> <p>Track and report on orientation and training for each GLP Rep.</p>
<p><b>3. Working together with OSPE on provincial government issues</b></p>	<p>3a. Joint Protocol for meetings (PEO and OSPE reps both attend). <b>R22</b></p> <p>3b. OSPE rep serves on GLC as liaison on the PAN program. <b>R3, 22</b></p> <p>3c. Coordinate messages between PEO and OSPE for meetings with MPPs, depending on issue that requires coordination. <b>R29</b></p> <p>3d. Regulatory issues subcommittee to track emerging issues and coordinate</p>	<p><b>3, 22, 29</b></p>	<p>Report on number of meetings with MPPs with joint reps compared with all MPP meetings.</p> <p>OSPE rep active participant on regulatory issues subcommittee.</p>

**Enhancing PEO’s Government Liaison Program (GLP) – Report**

	with OSPE on provincial issues. <b>R3</b>		
4. Working together with Engineers Canada on <b>federal government issues</b>	4a. Engineers Canada rep serves on GLC as liaison on the Bridging Engineers and Government program. <b>R3</b> 4b. Regulatory issues subcommittee to track emerging issues and coordinate with Engineers Canada on federal issues. <b>R3</b>	<b>3</b>	Engineers Canada rep active participant on regulatory issues subcommittee.
5. <b>Government is listening to us.</b> We get their attention and garner support	5a. Build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO’s role and position on issues (i.e. key messages). <b>R28</b> <ul style="list-style-type: none"> <li>• Build awareness by inviting MPP to attend chapter events and PEO attending MPP events. <b>R22</b></li> <li>• Gain understanding in meetings with MPP (key messages) <b>R23</b></li> </ul> 5b. The goal of building relationships is to become a “trusted advisor” where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. <b>R2</b>	<b>2, 22, 23, 28</b>	<i>Awareness (scorecard)</i> <ul style="list-style-type: none"> <li>• # PEO events MPP attends.</li> <li>• # MPP events PEO attends.</li> </ul> <i>Understanding (scorecard)</i> <ul style="list-style-type: none"> <li>• # Interactions where PEO delivers key messages to MPP.</li> <li>• # Joint GLP/PAN meetings hosted with MPPs.</li> </ul> # Contacts from gov’t (staff and political) for information or advice.

## Enhancing PEO's Government Liaison Program (GLP)

### 1.0 Background

On February 5, 2016, Council passed a motion to undertake a review of the Government Liaison Program (GLP). The scope of the review was to determine whether the GLP is operating as designed and whether it is achieving the expected results. Don Dickson, D & B Dickson Management Solutions Inc engaged to complete the work of the audit.

The audit report was presented to PEO Council in November 2016. Review found that the GLP was meeting its intended objective. Recommendations (32) made to help further improve the program and the implementation plan for these recommendations was assigned to the Government Liaison Committee (GLC) without a budget.

### 2.0 GLP Audit Report Recommendations

The recommendations in the GLP audit report were presented in the following areas of focus:

- Achieving GLP Objectives (Recommendations 1 to 5)
- Reporting (Recommendations 6 & 7)
- Training (Recommendations 8 to 13)
- GLP Weekly Newsletter (Recommendations 14 to 21)
- Activities and events (Recommendations 22 & 23)
- Chapter GLP Support and Communication (Recommendations 24 to 27)
- MPP Suggestions (Recommendations 28 to 30)
- Implementation (Recommendations 31 & 32)

### 3.0 Implementation Plan Development Process

#### 3.1 Overview of Development of Report, Implementation Plan and Review Process

- Workshop with Government Liaison Committee (GLC) (March 21, 2017)
- Vision Workshop of GLP 2.0 (May 3, 2017)
- Focus Group with Council (May 3, 2017)
- Focus Group with GLP Chairs (May 10, 2017)
- Presentation to Legislation Committee for peer review (May 15, 2017)
- Presentation to Eastern Regional Congress for peer review (May 27, 2017)
- Plenary Session Presentation to Council (June 22, 2017)
- Report for approval at Council (June 23, 2017)

#### 3.2 Sources of Review Comments

- Peer Review of the Consultant's report by Executive Committee (November 2016)
- Peer Review of the Consultant's report by GLC (November 2016)

## Enhancing PEO's Government Liaison Program (GLP) – Report

### 3.3 Resources for Program Improvements

- Joint PEO/OSPE Government Relations Conference, *Working Together Workshop* (October 26, 2016)
- GLC strategy session (August 2016)
- Scorecard: Measuring GLP Chapter Engagement (released December 2016)

### 4.0 Enhancements to the Program

Five challenges to the program were identified as an opportunity to focus on enhancements to the program that would overcome/mitigate these challenges. If the new program could overcome these challenges, it was felt that the enhanced program would be in a position to better serve PEO and meet the objectives of the program.

The five challenges were:

1. Reporting and accountability of the program
  - Council has not been informed of GLP activities
  - Is there a need for council to approve policies within which to operate?
2. Activities within GLP are not delivered in a consistent manner
  - Message being DELIVERED to MPPs
  - Message being RECEIVED by MPPs
  - Report back from GLP chairs
3. Working together with OSPE with provincial government issues
4. Working together with Engineers Canada with federal government issues
5. Government isn't listening to us. How to get their attention and garner support?

### 4.1 Five Keys of Accountability

Each of the challenges became a focus of discussion at the GLC workshop in March and was also discussed in the focus groups with Council volunteers and GLP Chairs. All stakeholders were in agreement that these challenges exist (to more or less extent) and that an enhanced program that mitigated these challenges would be desirable.

In the following section, we present the five challenges as five keys of accountability for the program and indicate key initiatives and metrics. We also indicate references to specific recommendations from the audit report, where applicable.

#### *Key 1: Reporting and Accountability*

Reporting and accountability of the program is enhanced to keep Council and Executive Committee informed of GLP activities and Council provides direction of the program by Council approved policies within which to operate.

## Enhancing PEO's Government Liaison Program (GLP) – Report

### **KEY 1: REPORTING AND ACCOUNTABILITY**

- |    |   |  |
|----|---|--|
| 1a | Establish regular reporting to Council and Executive Committee (i.e. standing agenda item) with metrics against objectives. <b>R7</b> | <b>Metrics</b><br>Report activities against objectives to Council. |
| 1b | Council to approve objectives for program or affirm existing ones. <b>R1, 4, 5</b>  |  |
| 1c | Council to approve policies to govern operation of GLP (through GLC).   | Approved objectives and policies in place.                         |
| 1d | Terms of reference for GLC to be revised and name change. <b>R5</b>   | Revised TOR for GLC/new name done.                                 |

### *Key 2: Activities within GLP are delivered in a consistent manner*

Activities within GLP are delivered in a consistent manner, which includes:

- Message being DELIVERED to MPPs
- Message being RECEIVED by MPPs
- Report back from GLP Reps

### **KEY 2: ACTIVITIES DELIVERED IN CONSISTENT MANNER**

- |    |   |  |
|----|---|--|
| 2a | Key messages for MPPs to be approved by GLC and issued quarterly to GLP Reps. <b>R16</b>                      | <b>Metrics</b><br>Report on key messages delivered to MPPs (on riding basis) and when. |
| 2b | MPP interaction database to report meetings and show trends. <b>R6</b>  |  |
| 2c | Support for meetings through HQ to ensure consistent delivery.  |  |
| 2d | GLP Reps selected to ensure a good fit with the MPP. <b>R24</b>   |  |
| 2e | Orientation for new GLP Reps provided within 30 days of appointment, prior to contact with MPP. <b>R8to13</b> | Track and report to GLC on orientation and training for each GLP Rep.                  |
| 2f | Training and coaching provided to GLP Reps. <b>R8to13</b>   |  |

### *Key 3: Working together with OSPE on provincial government issues*

Working together with OSPE on provincial government issues is an important success factor of the program. Building on the **Joint PEO GLP/OSPE PAN Meeting Protocol** (BN C494-5.6) approved at the 494th meeting of PEO Council on June 9, 2014, PEO and OSPE will continue to invite each other to meetings with MPPs where they both contribute to the agenda and participate in the meeting and look for other areas of supporting each other in messaging. The joint government relations conference held on October 26, 2016 demonstrated the effectiveness of PEO and OSPE working together. The outcome of the workshop is a key resource for the enhancements to the program.

## Enhancing PEO's Government Liaison Program (GLP) – Report

### **KEY 3: WORKING WITH OSPE (WITH MPPs)**

- 3a Joint Protocol for meetings (PEO GLP and OSPE PAN reps both attend). **R22**
- 3b OSPE rep serves on GLC as liaison on the PAN program. **R3, 22**
- 3c Define a process to coordinate messages between PEO and OSPE for meetings with MPPs, on an as needed basis, depending on issue that requires coordination. **R29**
- 3d Regulatory issues subcommittee to track emerging issues and coordinate with OSPE on provincial issues. **R3**

### **Metrics**

Report on number of meetings with MPPs with joint reps compared with all MPP meetings.

OSPE rep active participant on subcommittee.

### *Key 4: Working together with Engineers Canada on federal government issues*

A representative from Engineers Canada government relations program, Bridging Engineers and Government (BE&G) is a member of the GLC. This connection is an opportunity outreach for the GLC to be informed of advocacy issues of Engineers Canada. It is also a reminder that the PEO program focuses on provincial government (i.e. meetings with MPPs) and that any connection to the federal government is the responsibility of Engineers Canada.

At the July 2016 strategy session, the GLC identified that the program applies to building relationships with MPPs. If chapters wanted to outreach to other levels of government in their community, those activities would be part of chapter outreach, not part of PEO's Government Liaison Program.

### **KEY 4: WORKING WITH ENGINEERS CANADA (WITH MPs)**

- 4a Engineers Canada rep serves on GLC as liaison on the Bridging Engineers and Government program. **R3**
- 4b Regulatory issues subcommittee to track emerging issues and coordinate with Engineers Canada on federal issues.

### **Metrics**

Engineers Canada rep active participant on subcommittee.

### *Key 5: Government is Listening to Us*

Activities at the local level aim to build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO's role and position on issues (i.e. key messages). The goal of building relationships is to become a "trusted advisor" where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers.

The increasing levels of impact of a government relations program is awareness, understanding and influence. Awareness and understanding are components that can be delivered and measured in the program. The "Measuring GLP Engagement" scorecard that was launched in December 2016 measures these two components.

## Enhancing PEO’s Government Liaison Program (GLP) – Report

### **KEY 5: GOVERNMENT IS LISTENING TO US**

5a Build relationships with local MPPs by i) creating awareness of PEO and ii) gaining an understanding of PEO’s role and position on issues (i.e. key messages). **R28**

i Build awareness by inviting MPP to attend chapter events and PEO attending MPP events. **R22**

ii Gain understanding in meetings with MPP (key messages). **R23**

5b The goal of building relationships is to become a “trusted advisor” where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. **R2**

### **Metrics**

*Awareness (scorecard)*  
# PEO events MPP attends.  
# MPP events PEO attends.

*Understanding (scorecard)*  
# Interactions where PEO delivers key messages to MPP.  
# Joint GLP/PAN meetings hosted with MPPs.

# Contacts from gov’t (staff and political) for information or advice to GLP Rep and to PEO directly.

## 5.0 Four Pillars of Success

A successful Government Liaison Program requires the support of the following four pillars:

- HQ Support
- Council Support
- Chapter Support
- MPP Engagement

### 5.1 Program Management (HQ Support)

#### **VISION: How HQ supports the program**

GLP Reps, one for each riding, are selected, well trained and confident in their abilities to represent PEO in speaking to their MPP. There is a good database of information on their previous interactions with MPPs and information on the MPPs themselves. A good set of communications materials, training materials and tools (info documents and training) are available, and the availability of these is well known by everyone in the program.

General program management is a shared function between Manager, Government Liaison Program and the Government Liaison Committee, supported by the Government Liaison consultant. Key initiatives that will enhance the effectiveness of the program will include:

- MPP interaction database (tracking and reporting)
- GLP Reps are well supported by HQ (meeting prep, briefing call, answer questions, etc.)

## Enhancing PEO's Government Liaison Program (GLP) – Report

- GLC finds a better way to know what's going on in other parts of the PEO organization related to monitoring proposed legislation/regulations, such as strategic conversations of PEO staff speaking with bureaucrats. (See sidebar note on Recommendation 3.)
- “Verbatim” speech to provide context on who GLP Rep is representing and who speaking on behalf of (separating when it is a personal opinion or comment).
- Clear and consistent message(s) from PEO, e.g. key messages for meetings and sound bytes for networking.
- Clear strategy
- Social media strategy to establish presence and campaigns (e.g. follow MPP on twitter and subscribe to MPP's newsletter)

### Recommendation 3

*As noted in the GLC peer review (November 2016):*

As written, recommendation 3 (GLC should continue to monitor all proposed legislation or changes to legislations to detect any potential incursions on the self-regulating role of PEO) is a very large task that requires significant resources. Consider narrowing the scope as follows.

- **GLC to liaise with PEO staff who monitor proposed legislation on a regular basis and work with OSPE to help identify issues impacting regulatory nature of PEO. GLC can provide oversight on this activity and would rely on paid resources to provide the research and monitoring of all proposed legislation.**

#### 5.1.1 Government Liaison Committee (GLC)

- New name for GLC to avoid confusion with GLP. Suggestions include Advisory Committee on Government Relations (AGR), Government Liaison Advisory Committee (GLA), Government Relations Advisory Committee (GRA), Political Advisory Committee (PAC).
- Expected results for GLC clarified and communicated. Revise GLC Terms of Reference accordingly.
- Add a standard agenda items on the GLC meeting (near end) to provide direction to the Council Liaison on what needs to be reported to Council.

#### 5.1.2 General Program Management

- Reduce scope of Recommendation 3 as noted in the GLC peer review (sidebar, above).
- Validate the original objectives of the program (or recommend modifications).
- Develop a list that matches Councillors with their own MPP. When GLP/PAN meeting scheduled (or Take Your MPP to Work Day), invite Councillor to participate.
- Future consideration that GLP Rep and PAN Rep could be held by the same PEO volunteer, trained by both PEO and OSPE.

#### 5.1.3 Training

- Training program for GLP Reps to be established, delivered and reported to GLC.
- The GLP Rep assumes their role once they have completed the training for certification. If GLP Rep has not completed the required training, they cannot meet with the MPP until trained.



## Enhancing PEO's Government Liaison Program (GLP) – Report

- Develop, implement and report to GLC on Orientation Training module for new GLP Reps to be completed within 30 days of appointment.
- Training to cover what should be done as well as what should not be done.

### *5.1.4 Enhancing Communication*

#### » Communication with Council (internal)

GLC will report on a more regular basis to Council and the Executive Committee with metrics against objectives (Enhancement 1).

#### » Communication with GLP Reps (internal)

GLC will develop a quarterly internal newsletter for GLP Reps which includes:

- Key messages for the next quarter
- Identify which GLP Info Notes are active/relevant for next quarter
- Highlights on what GLC is working on
- Report back on metrics of the program

The quarterly engagement calls with GLP Chairs and GLP Reps will be scheduled after the newsletter is released where it forms the package for the meeting discussions.

#### » Communication with Chapters (internal)

One item that was raised at the Eastern Regional Congress (May 27, 2016) was a need for chapters to understand the Take Your MPP to Work Day initiative so they can properly include the event in their chapter business plan.

**ACTION:** Develop and issue a bulletin for chapters to describe initiatives that require support by the chapter, such as how to deliver a successful Take Your MPP to Work Day event. Coordinate distribution with the Regional Councillors Committee.

#### » External Communication

The **GLP Weekly Newsletter** has already implemented many of the recommendations from the audit to develop a more content rich external communication tool. The GLP Weekly will continue to be the main external communication with the list of subscribers that includes MPPs, government staff, GLP Chairs and other interested parties.

GLC's working group on Enhancing Government Outreach is currently designing a one-page document that provides context about PEO and the value engineering knowledge can bring to MPPs and the importance of protecting public safety. This will be a "leave behind" document at meetings with MPPs and will add to the consistent messaging from PEO.

The **GLP Info Notes** will continue to be written for an external audience and be part of the documents that can be used at meetings with MPPs. The focus will be presenting regulatory issues and PEO's position.

## Enhancing PEO's Government Liaison Program (GLP) – Report

### 5.2 How Council Supports the Program

#### **VISION: How Council supports the program**

PEO Council, OSPE, PEGO, GLC all agree and march to the same beat. Council sets objectives for the GLP and works together to achieve strategic objectives of all the groups. There is talk outside the silos.

- Council + GLC on board with each other, supportive of GLP, more forward thinking.
- Proactive approach on emerging issues (GLC).
- Council to more confidently task GLC with issues, ask for advice.
- When Council wants GLP in place to speak to MPPs on specific issues, need an early warning system (i.e. 6 months to develop strategy, mobilize and train GLP Reps).

Key items for approval by Council include:

- GLP Implementation Plan (this report)
- Objectives of the program or reaffirm existing ones
- Policies to govern operations of GLP (through GLC)
- Revised terms of reference for GLC, including name change
- Annual work plan (as required by all committees)

### 5.3 How the Chapters Support the Program

#### **VISION: How GLP Reps support the program in the chapters**

Chapter GLP Reps have developed a good relationship with the MPP so that they know who to call to have professional engineers involved in their own MPP events or discussions. Chapters consistently invite MPPs to speak. Proper protocol is followed. MPPs speak up at Queen's Park to acknowledge the work of professional engineers and have recent Take Your MPP to Work Days to talk about.

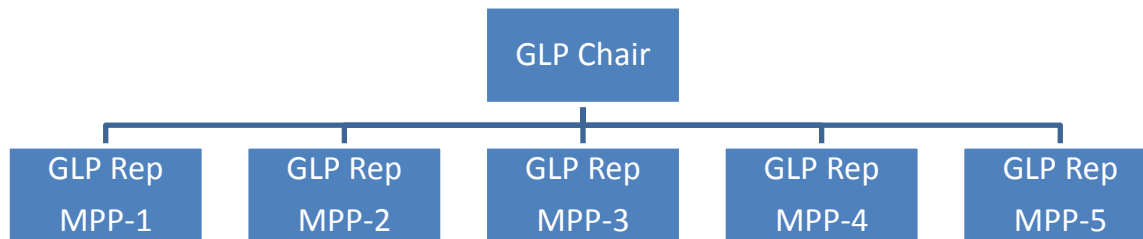
- Thirty-six (36) chapters active in GLP activities that are aligned with the program objectives, reporting to MPP Interaction Database.
- Take Your MPP to Work Day is a highlight for each MPP and is delivered on annual basis. GLP can create more community awareness of PEO (outcome) where Public Awareness = Political Awareness.
- Encourage chapters to work together and collaborate/cooperate in their GLP activities, such as joint Take Your MPP to Work Days, especially when chapter boundaries straddle ridings.
- Robustness to succession planning with a GLP team at each chapter.

#### *5.3.1 Chapter Engagement*

- Move to a model with one certified GLP Rep for each MPP (107 MPPs now, will be 122 MPPs after the 2018 election), where the GLP Rep either lives or works in the riding of the MPP and agrees to attend the required training to become a certified GLP Rep.

## Enhancing PEO's Government Liaison Program (GLP) – Report

- The GLP Rep selection process to be developed in conjunction with Chapters and Council to ensure their professionalism and a good fit with the MPP. As the GLP Rep represents PEO to the MPP (i.e. the government) it is a joint responsibility between Chapters and Council that we put our best foot forward.
- Chapters continue to select the GLP Chair to coordinate the activities of the GLP Reps in the chapter and report to Chapter Executive. GLP Chair can also serve as a GLP Rep (matched with the MPP) when selected through the process to serve as a GLP Rep.



### 5.4 How MPPs Engage with the Program

#### **VISION: How meetings with MPPs support the program**

The GLP Rep meets MPPs with the OSPE rep and both contribute to setting the agenda and contributing to the meeting. They each have their own business cards and information. The GLP Rep has been selected and matched with the MPP, either living or working in the riding and ideally have other shared interests. The GLP Rep is well trained and has good communication skills. There is a verbatim message for the GLP Rep to relay when speaking for themselves and not the PEO. MPPs see it as a valuable meeting and can see the difference between the advocacy and the regulatory side.

The goal is for the program to encourage the MPP to engage with PEO (through the GLP Reps and the chapters) and through building awareness and understanding, the MPP sees events and meetings with PEO as valuable.

Take Your MPP to Work Day is an annual event that provides the MPPs with:

- a. knowledge about the work of professional engineers
- b. connection to a business or organization in their riding
- c. connection to the community (e.g. coverage in local newspaper and/or MPPs newsletter)

#### *5.4.1 Ways to Measure Engagement of MPP*

MPPs accept invitations to participate in chapter events such as licence certificate presentations.

MPPs invite the PEO Chapter through the GLP Rep to attend MPP events such as:

- New Year's Levee
- Town Halls

## Enhancing PEO's Government Liaison Program (GLP) – Report

- Community Picnics, BBQs
- Roundtables

MPPs see the value of “engineers know” and reach out to the chapters through the GLP Rep to educate themselves about technical issues.

### 6.0 Costs to Implement the Plan

Additional resources will be required to implement the plan in the following major task categories:

- Development of the MPP Interaction Database;
- Design of the certification program for GLP Reps; and
- Promote cooperation with engineering profession.

#### 6.1 Current Budget

- \$25,000 budget to support activities/events in the riding (i.e. \$234 per riding)
- \$10,000 general budget

#### 6.2 Approach for Funding the Program

Existing budget could be reallocated to provide required training for certification. As we move to the model of one GLP Rep per MPP (increase from 36 GLP Chairs to 107 GLP Reps and 122 after the 2018 provincial election), certification training will be a significant cost in the early years, with a tapering off of certification training as GLP Reps stay in their position for the 4-year term of their elected MPP, with an opportunity to be re-appointed for another 4-year term.

##### 6.2.1 MPP Interaction Database

Develop MPP Interaction Database with automated reporting from GLP Reps to database. Design and roll out of database with user training.

#### **BUDGET**

IT Budget estimate

##### 6.2.2 Develop Certification Training Program for GLP Reps

Tasks to include leaning needs assessment, establish learning objectives, design of the program including design of training module(s) and confirming competency and on-going development.

\$25,000 (one time)

##### ***Deliver certification program for GLP Reps***

##### ***Expenses for training***

Include travel for GLP Reps for regional or centralized training, venue cost, food and supplies.

Included in current budget  
\$10,000/year

##### 6.2.3 Promote Cooperation with Engineering Profession

GLC members attend events/meetings (tied to GLC terms of reference) to promote cooperation with engineering profession

\$2,500/year

##### 6.2.4 Visibility of GLP Reps

Clothing with PEO brand, printed materials, reports

Included in current budget

## 7.0 List of Recommendations from Audit Report and Implementation Plan

### **Achieving GLP Objectives**

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.
2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.
4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.
5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

### **Reporting**

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

### **Training**

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.
9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.

## Enhancing PEO's Government Liaison Program (GLP) – Report

11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.
13. Consider adding more content dealing with best practice Chapter activities.

### GLP Weekly Newsletter

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on-line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (e.g. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.
20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

## **Enhancing PEO's Government Liaison Program (GLP) – Report**

### **Activities/Events**

22. Build on the success of the suite of events that are being used now, with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.
23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

### **Chapter GLP Support and Communication**

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.
25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.

### **MPP Suggestions**

28. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
29. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
30. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

### **Implementation**

31. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
32. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

## Enhancing PEO's Government Liaison Program (GLP) – Report

### 7.1 GLP Implementation Plan

RECOMMENDATIONS	Q1-Q2-2017	Q3-2017	Q4-2017	2018	CLOSED
<b>ACHIEVING GLP OBJECTIVES</b>					
1. Objectives					
2. Plan or strategy					
3. Monitor legislation					
4. Expected results					
5. GLC expectations					
<b>REPORTING</b>					
6. Reporting to Council					
7. Council agenda					
<b>TRAINING</b>					
8. Objectives for training					
9. Expand training					
10. Orientation					
11. Training options					
12. Training tracking					
13. More best practices					
<b>GLP WEEKLY NEWSLETTER</b>					
14. Role of GLP Weekly					
15. Online calendar					
16. Confirm messages					
17. Report on results					
18. Flag follow-up					
19. GLP Weekly					
20. Searchable online					
21. Cost of delivery					
<b>ACTIVITIES/EVENTS</b>					
22. Build on success					
23. One activity/year/MPP					
<b>CHAPTER GLP SUPPORT AND COMMUNICATION</b>					
24. Recruit					
25. Manual					
26. Conference calls					
27. GLC minutes					
<b>MPP SUGGESTIONS</b>					
28. Benefits for MPPs					
29. OSPE coordination					
30. Other organizations					
<b>IMPLEMENTATION</b>					
31. Develop plan					
32. Budget for developing plan					

See spreadsheet in appendix for GLP Implementation Plan details of PEO actions and timing of activities.



# GLP IMPLEMENTATION PLAN

C-513-2.4 - Appendix B

## Legend

### Group Timing

A	Already underway/being implemented
B	3 Qtr 2017 completion
C	4 Qtr 2017 completion
D	2018 completion
E	Closed items

Group	GLP Audit Recommendations	PEO action(s)	Timing	Next Step	Category
A1	25. The <b>GLP Chapter manual should be updated</b> if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.	Updates to be completed by first quarter of the year. Verification process to be determined Review of manual by GLC and Chairs of GLP Engagement	End of first quarter	annual update	Chapter Support
A2	3. GLC should continue to <b>monitor all proposed legislation or changes to legislation</b> in order to detect any potential incursions on the self-regulating role of PEO. REVISE scope as per note in report.  GLC NOTE: GLC to liaise with PEO staff who monitor proposed legislation on a regular basis and work with OSPE to help identify issues impacting regulatory nature of PEO. GLC can provide oversight on this activity and would rely on paid resources to provide the research and monitoring of all	Continue to monitor via GLC Regulatory Issues sub-committee and coordinate with Legislation Committee. Communications to monitor via clipping service for pending legislation Invite Bernie Ennis and other subject matter experts to attend Regulatory Issues sub-committee meetings on an as-needed basis to provide insight.	Sub-committee already established and meeting monthly	ongoing	GLP Objectives
A3	6. GLC should work with Council and Chapter GLP Chairs to <b>determine reporting requirements for Council</b> and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.	Creation of MPP Interaction Database with automated MPP meeting summary form which automatically populate a database. Also consider searchable GLP Weekly on website? Need to investigate and/or meet with IT to see if this can be done (e.g. via survey monkey?). Have a digital link to send that goes to a fill-in-form and populates a database. Add 'Purpose of Meeting' to form	Underway on GLC 2017 Workplan	Work with IT for delivery in 2018 of database.	Reporting
A4	26. Measures to <b>increase quarterly conference call participation</b> should be examined including taping and distribution of copies of the calls.  GLC NOTE: REVISE by recommending do not tape calls as it will discourage participation in the actual call.	Set call in advance and promote participation. Send agenda in advance. Link participation to Scorecard. Celebrate chapter achievements during the calls (will encourage more participation). Send schedule of calls in orientation package for new GLP Reps.	Underway	ongoing	Chapter Support

# GLP IMPLEMENTATION PLAN

Version 7 -June 2017

A5	19. To provide more depth/ substance, perhaps <b>one article per issue should develop a priority theme or message</b> . For example, interviews with ChapterGLP Chairs in early 2012 provided more depth.	Conduct GLP chair interviews and publish in the GLP Weekly: Develop list of questions; select GLP chairs to interview; schedule articles to be written	Already begun	ongoing	GLP Weekly Newsletter
A6	29. <b>Some suggestions made by MPPs may apply more to OSPE</b> (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.	Use Joint Meeting Protocol (GLP/PAN). Any suggestions on policy issues related to OSPE raised by MPPs should be referred to OSPE. Reinforce this message to GLP chairs during GLP Academy training and on the GLP chair engagement call. Coordinate with JRC Create GLP Info Note for GLP chairs on the roles of PEO and OSPE	Underway	training	MPP Suggestions
A7	31. Council should request that the GLC <b>develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations</b> accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.	Develop plan in consultation with Chapter GLP chairs and other stakeholders. Focus group with volunteers from Council. Focus group with volunteers from GLP Chairs. GLP Implementation plan to be presented to Council in June 2017	2 Qtr 2017  June 2017	implement plan	Implementati on
B1	7. Council should consider establishing a <b>regular agenda item for GLC reporting and direction</b> .	Establish as regular agenda item on Council for GLC reporting and direction. Determine items to report to Council Summary report to be prepared for GLC Council Liaison.	Beginning at Sep Council meeting	ongoing	Reporting
B2	1. Assuming the original objectives of the program are still valid, more work is required to <b>clearly and consistently communicate the role and mandate of PEO</b> .	Validate original objectives. Work on messaging consistency - understanding of PEO/engineering issues Review current communication vehicles. Identify if enhancements to current communications are required or additional communications needed. Issue new communications as required	3 Qtr 2017		GLP Objectives
B3	2. A plan should be developed <b>to target certain Ministers and MPPs</b> who are considered a high priority for understanding PEO's role. The strategy should <b>also seek to reach all MPPs</b> and achieve a level of awareness with all MPPs.	Create a strategic plan for GLP for approval by Council outlining key MPPs for PEO. GLC monitors implementation of strategy. Update post cabinet shuffles, critic re-assignments and post-elections.	3 Qtr 2017	update as required	GLP Objectives
B4	18. To facilitate follow up on results or outcomes of events or meetings, the <b>initial event reported could be flagged for follow up</b> (eg. a meeting or conference dealing with an important issue).	Add this as a flag to the MPP summary reporting in database Timeline of follow up options determined	3 Qtr 2017	ongoing	GLP Weekly Newsletter

# GLP IMPLEMENTATION PLAN

Version 7 -June 2017

C1	<b>4. Expected results for the program, both short term and long term, should be clarified and clearly communicated</b> so that Councillors and GLC members have the same understanding.	Results for program identified in Strategic Plan (R2).Review current documentation on expected results for GLP Program (e.g. GLP Handbook; Chapter GLP scorecard, etc) and identify if enhancements are required. Issue new GLP Info note on expected results for program	4 Qtr  3/4 Qtr		GLP Objectives
C2	<b>5. Expected results for the GLC, both short term and longterm, should be clarified and clearly communicated</b> so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.	Review 2017 GLC Work Plan. Update GLC Terms of Reference. Share GLP audit implementation plan. Based on review, make changes as required.	After Recommendation #4 completed	revise GLC Terms of Reference (if necessary)	GLP Objectives
C3	<b>9. Build on current training material and resources to expand training to meet the needs of different GLP participants.</b>	Review current training material and resources and expand as required: GLP Regional Academies Webinars GLP Symposium/Academy together? GLP Handbook Utilize Queen's Park Day, Take Your MPP to Work Days, Chapter meetings GLP Info Note Online module, quarterly GLP chair engagement calls PEO Publications (Engineering Dimensions, GLP Weekly)	2017	implement certification program	Training
C4	<b>10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs.</b> Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.	Orientation training for GLP Reps completed within 30 days of appointment to include: online basic GLP Training module, GLP Handbook (sign-off when received), schedule of upcoming quarterly GLP engagement calls. Hold webinar for new GLP chairs	3 Qtr 2017	ongoing	Training

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C5	11. <b>Offer several training options</b> in addition to Academies. These could <b>include web based training</b> (already developed but not yet implemented), video conferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/travel constraints for many volunteers.	Online-GLP Orientation Training module (see Recommendation #10) In development. Need to modify online training module and launch.	4 Qtr 2017	implement certification program	Training
C6	12. Participation in training events should be encouraged and reported. <b>All chapters should participate for coverage and consistency.</b> Follow up should be done with Chapters not participating.	Encouraged via GLP chapter scorecard. Track completed training and report to GLC quarterly.	Scorecard to be submitted to GLC 4 Qtr 2017	track qtrly	Training
C7	13. Consider adding <b>more content dealing with best practice Chapter activities.</b>	See Recommendation #30.	4 Qtr 2017	ongoing	Training
C8	14. GLC and Council should <b>confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy</b> for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.	Have GLC produce a guidance document outlining the role of the GLP Weekly and the primary audience in context of the overall strategy. Audience already includes the range identified. Guideline document for reporting High level policy/guideline of the standards we hold to with the GLP Weekly to be approved by Council  Can increase scope to provide recognition - e.g. GLP chair interviews/spotlight	4 Qtr      Already implemented Feb 2017 -GLP Trivia also implemented	Guidance document	GLP Weekly Newsletter
C9	16. GLC, with Council endorsement, should <b>confirm the main message or messages</b> it wants to convey to its primary audience.	Covered under Recommendation #14 Risk mitigation needed	4 Qtr 2017	Guidance document	GLP Weekly Newsletter

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C10	22. <b>Build on the success of the suite of events that are being used now</b> , with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. <b>Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda.</b> Any required <b>follow up for meetings or events should be documented and acted upon quickly.</b>	Coordinate with Recommendation 17 and 6. Develop handout/package to provide to participants. MPP Summary Form to be completed and submitted Coordinate with OSPE for joint meetings with MPPs. Add to Summary Form qualitative measures (reported by GLP Rep as observations).	Ongoing	improved reporting	Activities
C11	23. All Chapters should be encouraged to <b>complete at least one activity or event with each MPP in their area each year.</b> Follow up should be done to monitor whether this is happening and to provide assistance as necessary.	A chapter GLP scorecard has been launched. Contains key activities that should be completed. Each chapter would be asked to complete their scorecard and submit. Follow-up communications and training to be done during the regional GLP Academy sessions. Reminders given each quarter. Request for submission for the end of December. Engage all Councillors. Establish roster of Councillors to participate in events, i.e. 12 events, one different Councillor to attend each	4 Qtr 2017	2017 focus on Take Your MPP to Work Days	Activities
D1	8. <b>Objectives, target audience and expected results for training sessions should be clear.</b> This should include clear, consistent messages that are to be communicated or reinforced through training.	Do at GLP Regional Academies. Prepare handout materials with info. Post this info on GLP website. Include in training module.	2018	key messages in quarterly newsletter to GLP Reps	Training
D2	8.	2017 Training objectives: e.g. how to get involved (riding activities - attend MPP townhall meetings, policy roundtables, Running (Candidate colleges). Communications - written, verbal. Issues Briefing (i.e. CPD, Incursions into Regulatory authority). What we've learned. Presentations (takeaway they can keep). Job description for GLP reps. Who should you recruit as GLP chair. All GLP chairs to know what are the current issues and avoid regional issue conflicts.	2018	training certification program	Training
D3	8.	Establish how many, dates and locations for the 2018 GLP Regional Academies. Incorporate into the ongoing development of the GLP Rep (as part of continued certification).	2018	annual update	Training

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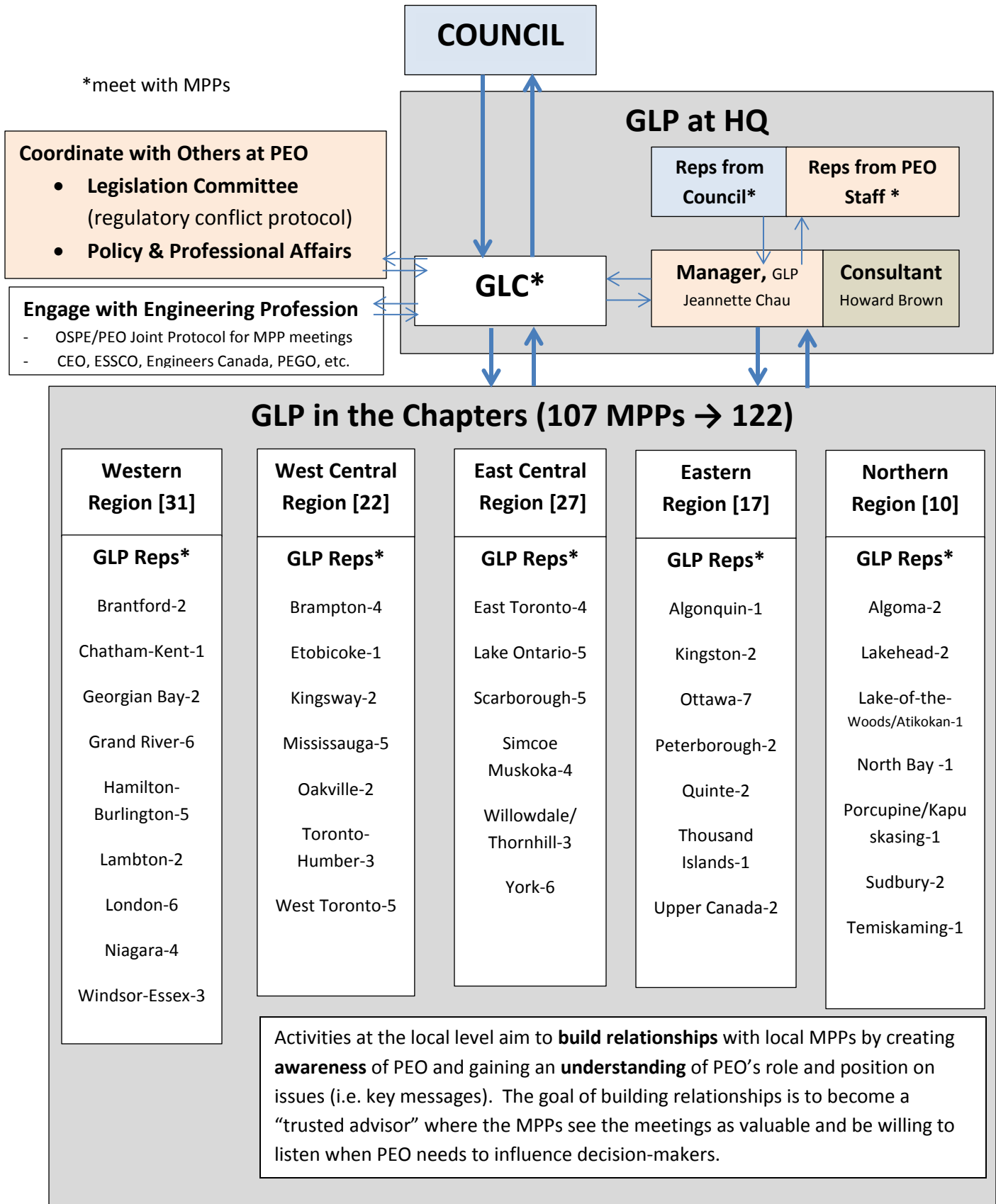
D4	17. When reporting on events involving MPPs or other officials, comments on results, <b>reactions or follow up should be included</b> wherever possible. This could be included in <b>guidelines for volunteers or staff reporting on events.</b>	See Recommendation #6. Online MPP Interaction Database with automated summary form to be developed. Currently have manual form. Create guideline See Recommendation #18 Communicate to ensure awareness of process	2018	implement MPP Interaction Database in 2018	GLP Weekly Newsletter
D5	20. Establish a <b>searchable data base or search tool</b> that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.	Meet with IT to see if this could be developed. Integrate into reporting forms that are being used for the GLP Weekly Enable to pick search terms	2018		GLP Weekly Newsletter
D6	24. Emphasis should be placed on <b>recruiting more of the right people</b> to volunteer for the Chapter GLP Committees.	Move to a model of 1 GLP Rep per MPP and certification training for GLP Reps. The GLP Rep selection process to be developed in conjunction with Chapters and Council to ensure their professionalism and a good fit with the MPP.	2018	selection and training	Chapter Support
D7	28. In setting GLP priorities and designing activities, GLC and ChapterGLP Chairs should <b>consider the benefits MPPs perceive in the relationship with PEO</b> such as access to knowledge and advice on issues. They should also <b>consider the specific suggestions for activities</b> such as seminars on important topics, site tours, encouraging youth and doing more on diversity.	Create a Value proposition for MPPs. Create a promo, leave behind postcard which outlines the value proposition Chapter awareness and training on how to be a resource to MPPs Encourage MPPs to come to chapter events to give a welcome address	2018	ongoing	MPP Suggestions
D8	30. Follow up should be done with the <b>professional organizations</b> suggested to determine if they have any <b>best practice that PEO could implement.</b>	GLP conference held 26 Oct 2016 included a panel with representatives from other professional organizations. We are already doing their best practices.	2018	review in 2018.	MPP Suggestions
E1	27. <b>GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.</b>	All approved GLC minutes are posted on the PEO website. Direct GLP chairs to website. GLP quarterly internal newsletter for GLP reps to include include current GLC highlights and key message from MPPs.	On website already	newsletter for GLP Reps	Chapter Support
E2	21. <b>Costs and delivery methods should be compared to similar newsletters</b> for other organizations. This was beyond the scope of the current study.	No need to do outside cost comparison - monthly base retainer for GLP consultant includes the production of the newsletter and is far more cost effective than it would be to produce a newsletter separately as they are involved in many of the events and can report on them more efficiently than an outside party. No cost for delivery as it is sent electronically via MailChimp (complying with anti-spam legislation).	n/a		GLP Weekly Newsletter

# GLP IMPLEMENTATION PLAN

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E3	15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An <b>on line calendar of events with colour or some other coding to highlight the most significant events</b> could be maintained and populated with key events well in advance.	Do not recommend colour coding. An event may be important for a chapter to attend, but not a Councillor or senior staff member and vice versa.	n/a		GLP Weekly Newsletter
E4	32. Council should allocate a <b>budget of \$15,000</b> for additional resources to support the GLC in <b>preparing the implementation plan.</b>	No budget allocation given.	n/a		Implementati on

APPENDIX C: Structure of PEO's Government Liaison Program (GLP)





# PEO Councillors - Audit Sub-Committee Focus Group

May 3, 2017

4 PM

## 5 Participants

Darla provided an overview for the session and discussed issues of anonymity and the intention for the session. Highlighted the importance of future GLP should be a comprehensive program going beyond the recommendations from the audit report.

Background given by Jeannette on the role of GLP chairs in the development of grassroots relationships for PEO. Goal is to have the government recognize PEO's mandate. We've been working over a number of years to elevate the recognition of who PEO is. We've seen from the audit that we have increased recognition of the organization. Developing the relationships means that we can quickly mobilize on an issue. For example, a few years ago we mobilized the GLP chairs and within a 3 week period met with every MPP. When there aren't significant issues we have GLP chairs meet to maintain this relationship.

Questions:

### **Do you agree/disagree reporting/accountability of GLP is a challenge?**

Recognizes it is a challenge. Council knows about GLP, but did not recognize that the GLC oversees activities. As an example of the poor understanding she felt that the GLC was bypassed on messaging to and meeting with MPPs

xx pointed out that when GLP was started, there wasn't a committee in charge of it. Now there is oversight of GLP. Th GLC came into being to provide some oversight so the program wasn't operating as a staff program alone. Every other chapter activity has oversight from the RCC. By not having a committee, Council loses sight of what is happening and volunteers have no direct connection to what councillors want them to do.

Council doesn't see the activities of GLP. Should be regular reporting on the program (e.g. Council Liaison) on how well the program is doing. Look at metrics, to see how well it is doing.

Council would be interested in how many MPP visits in the last quarter. How are the relationships that we are trying to maintain with the MPPs? When was the last time it was touched?

xx strong supporter of improving communications and clear reporting for all programs

xx supportive of having metrics to capture and evaluate. Council find a way to give GLP each year an objective – what is the direction of PEO this year, what should they be working on?

### **Consistency of message**

xx when reviews GLP Weekly sees incongruent messages. People that participate – feel if they just meet with the MPP that is the goal of the program and questioned what some things that are discussed has to do with PEO's role as a regulator

xx asked if there are opportunities to share best practices of each chapters, bringing consistency. Are there opportunities that already exist?

Xx clarified that the objective in chapters was to let the MPPs know to be the go-to people on anything that is regulatory. The original strategy is to build a relationship and increase the awareness of where PEngs live and work in their riding. Less focus on particular issues. Sometimes the messaging is not aligned with an MPPs portfolio, so keep it short and to the point. For last few years – push Repeal. First strategy – develop recognition and understanding of PEO. Second strategy – these are the issues

### **Challenges working with other groups? OSPE? Eng Canada?**

Xx points out there was an effort to coordinate MPP visits with OSPE. Each group has to have clarity around the issues that each is raising. That hasn't been managed in the past. Critical – if people meeting with MPP and have material from different places. Need to agree that the material is ok for a common visit and that both organizations support them. E.g. xx rep PAN and xx rep PEO – MPP understood that there were two organizations and roles. There is a potential for conflicting messages and confusion about who is representing what.

Xx points out what is the message that PEO wants to put forward? OPSE too. The message must be very short and simple for average politician to grasp.

OSPE had underemployment issue which they were advocating. Joint. Needs to have a clearinghouse so that message is consistent. Don't see where we would work with Engineers Canada. Engineering is not regulated federally. Other stakeholder groups, like PEGO. Sometimes on these issues it is important to pull in other bodies, depending on the issues

Government isn't listening to us - Do you agree that is a problem?

Is the government acting on the basis of what they hear? Good example is the Industrial Exception – if they thought that any of the 85,000 would be campaigning against them, they would not have voted against it. They don't care if it affects our ability to regulate. The whole GLP was started in response to the original Bill 124 to impose building code knowledge. Half-hearted in the defence of AGs position and they lost. Advice was given that we need to make sure everyone understands what the regulatory body does in the interest of the public. The GLP was established to have the influence. If engineers are concerned, then the government better listen. If it were up to xx, would take out a full page ad in the newspaper and say– “Guess what public? This is what engineers do for you. But if you work in a factory, look out – government has told us to stay out of them”. Would it change government's position?

Probably not, but they still might wonder how much it influences them in losing votes in the next election

### **Structure of GLP program**

#### **How would you on Council see GLC interact to Council? Reporting with Council? Direction from Council?**

Would be lovely if there were key performance measures. If goal to have meetings – then KPI for meeting. If pick 3 key issues, how many times met on each issue? Council has to decide what is their message for government.

xx –Effectiveness of program is the ability to influence the MPPs. Must look at ‘Am I influential?’ On the Repeal? No, we weren’t able to influence them. In that case MPPs caved into political pressure. Looking at the consultant's report lends to the effectiveness of this program is a direct measure of how influential it is. Meetings aren't a way to generate this influence, PEO doesn't have as many issues to talk about as OSPE does. Joint meeting with both orgs reduces confusion for which engineering org does what. It is not about a whole list of things we want to have it's about developing relationships. The relationships then have to be influential. OSPE required debriefing notes from the PAN member. Darla points out that we are also doing this and we are looking for ways to create a database to make these results more easily accessible.

xx in support of what has been said. Attended OSPE reception and there was a conversation that there should be one message that could be delivered at those events. Councillors could have been given a message to say to the MPPs.

Xx believes key to concept is to build relationships that are close enough so that they can be used when the occasion requires it. Reiterates from earlier that he's looking for KPIs and a definition of what they would be. Should demonstrate the health of the relationship because that is what's key to the whole concept. You should be able to phone up your MPP and get to talk to him/her and they know who you are and don't feel threatened but know that you're there to help. They should be willing to occasionally present license certificates and attend other chapter events. PEO has several outstanding position papers that talk about various regulatory issues. We should be monitoring how often those get delivered to an MPP. The reporting from GLC should be what is/isn't working, where should there be change, how are things working, what new initiatives should be tried?

Important to also say to people what they are not supposed to do. Representatives must stay on message. We can sometimes meet with them and ask how can we help?

Suggested that the first part of the meeting should be ‘What files are you working on right now, doe you need PEO’s perspective on it? Is there something we could do to help?’ Don’t always be there with an ask. How can we help?

Emphasized that we remain ‘multi-partisan’ and not aligned with any one party.

# GLP Chairs Audit Sub-Committee Focus Group

May 10, 2017  
3:58 PM

5 Participants

Facilitator: Darla Campbell

Observers: Daniel King and Warren Turnbull

Darla provided an overview for the session and discussed issues of anonymity and the intention for the session. Highlighted the importance of future GLP should be a comprehensive program going beyond the recommendations from the audit report.

Today's focus group with GLP Chairs will discuss the activities of the 36 PEO chapters, specifically information flow lines 3, 5 and 6 from the diagram on page 2 of the question document.

## **Challenges of the Program:**

**There are 5:** Reporting to council and accountability, messages within the GLP are not consistent across all chapters, messages reported to MPPs is not consistent, and reporting back to head office is not consistent

Xx addressing reporting to council mentioned that chapters only get feedback from their regional councillor and his regional councillor seems to be very well informed on the program.

xx added that chapter chairs don't know what is and what isn't working when dealing with government, but thinks that if there are issues the disconnect would be in policies and requirements from higher levels of PEO and how well they are followed.

**Darla moved discussion to challenge 2, within chapters.** Working with OSPE and EC is a challenge. Gov't isn't listening to us how do we overcome this and garnish support?

xx points out that for a chapter with 2 MPPs it's easy to deliver the same message but we can't control how that message is received. Often MPPs are confusing different engineering organizations. GLP chairs don't have a good idea of what's going on at other chapters or how they are doing things. GLP chairs are limited when not doing joint meetings with OSPE because many more issues fall into the advocacy portfolio than the regulatory area.

xx finds that councillors who come to chapter AGMs and board meetings get updates on what GLP is doing. Compares the OSPE PAN program where they document and structure their meetings in a very streamlined way and suggests more centralized coordination of key messages to deliver to MPPs. She would also like clarity on what MPP events are occurring and clarity on what chairs are allowed to attend.

Xx has had a brief interaction with his OSPE PAN counterpart, though they've been fortunate to have an past OSPE President in their Chapter's area. There was very little notice before the joint meeting, "can you go tomorrow" so he felt he had to wing it without any notes for the meeting. The joint meetings are very helpful in defining the different roles of the two organizations. The Repeal of the Industrial Exception is evidence of the fact that the gov't isn't listening and most of our arguments were ignored.

**How would you like to interact with Council?**

Xx has been copying Jeannette and Howard so they are aware of activities occurring and can provide feedback and chime in when necessary.

Xx asked if his assumption that the GLP takes direction solely from Howard and Jeannette is correct or should he be also copying someone on the GLC.

Darla said we are looking for best practices or areas of improvement.

Xx said this does not stem from a problem he sees as communication from Howard and Jeannette has been great and effective on his end, he just wonders what we are seeing on the GLC and Council end?

Xx highlights that Warren is a great asset to his chapter as he knows what is happening on Council and the GLC. He is very impressed with how OSPE prepares its PAN volunteers as they have meetings with volunteers before they meet MPPs as well as afterwards and follow up with Thank You letters as well as other things.

**How would you like to see the GLP report to the GLC and Council?**

We've already touched on reporting to Jeannette and Howard

**How would you like to see Council and the GLC provide direction to the GLP?**

xx is having difficulty understanding what the problem is that we are trying to solve here? The chapters did whatever we could but still had no effect. He thinks this is something that came from "headquarters" in coordination and he's wondering what could even be improved at the chapter level.

Darla emphasized the exploratory nature of this brainstorming process looking at a broad systems perspective.

**How would you like to be supported as GLP Chair and what types of tools would you like to help support you in your role? What kind of training and information do you need?**

xx recently met with her MPP. OSPE's background information on succession planning in the Eng profession and Northern Mine Development provided was very useful and she would like similar information from PEO. The MPP was very engaged and discussed several Liberal programs even though the meeting was only brief (30 min).

She had a weekend to prepare with background information and had just under a week's notice of the meeting being scheduled.

xx asked about GLP training sessions and having conflicts for training session dates but she is wondering if there are other training resources (besides the manual) and wants more instruction of which MPP events she can attend and which ones she cannot. Darla recommends that in the short term she should keep reaching out the Jeanette for guidance and letting us know that there is budget for a new online training module for new GLP reps.

xx would like to know from the GLP Weekly what the highest priority issue that should be brought up with their MPP. He, in his 2nd year has been focusing mostly on the development of relationships with MPPs through establishing consistent contact with them.

xx thinks that training is something that GLP chairs are always looking for. The Academies are very helpful but they are scheduled a bit late from when new chairs are selected after chapter AGMs.

Consistency of message, he thinks that perhaps monthly or quarterly topics for messaging with MPPs would be useful. He has his own copy if the GLP Info Notes but their use is not necessarily consistent depending on which ones the GLP Rep focuses on during their meeting. A 2-page intro package with a folder that could go to the Aide and the MPP would be good to demonstrate PEO brand identity and deliver a consistent message. He would like to see specific funding for projects vs. funding per MPP.

There should be more funding for general GLP activities that chapters could apply for a specific project.

He is also curious to know if there is any way to encourage GLP Chair communication between chapters.

Darla asked about venues for this idea sharing.

Darla suggests an internal quarterly newsletter highlighting some things that other chapters are doing.

xx supported the idea of an internal newsletter, similar to the summary of council activities delivered by the Registrar. Thinks there should be a way to facilitate communication from the chapter level among others, even though NDAs mean it should be fine to share email addresses.

**Final round-table**

xx agrees that we need a "heavy hitter" list of issues that the GLP wants us to focus on.

xx thinks it's great that the GLC is listening to the concerns at the chapter level, and the recognition of the importance of this program.

# Professional Engineers Ontario Government Liaison Program Audit Report

Prepared by:

D & B Dickson Management Solutions Inc.

October 27, 2016

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## **Executive Summary:**

An audit of the PEO Government Liaison Program (GLP) was undertaken to determine whether the program is operating as designed and whether it is achieving the expected results.

The audit approach adapted to PEO requirements combined audit, evaluation and program review techniques and covered the scope of work specified by PEO in the RFP issued May 13, 2016. It involved the review of a range of documentation pertaining to the program including Council and Executive Committee minutes, terms of reference, manuals, GLP Weekly Newsletters, work plans, budgets and reports. Over 70 interviews were conducted with Councillors, GLC members, Chapter GLP Chairs, MPPs, senior PEO staff, OSPE staff and the communications consultant. The primary focus of the study was on the results achieved with MPPs.

Findings were compiled and analysed to provide an overall assessment of the program and to identify recommendations for improvement. Findings indicated that the program has had a very positive effect, good relationships have been established with a number of MPPs and significant results have been achieved in raising awareness with MPPs, although it is likely that not all MPPs have been reached. From the sample of MPPs interviewed, PEO's self-regulating mandate is not well understood and support for or influence by PEO on government decisions still requires more work.

Results expectations as expressed by Councillors, GLC members and Chapter GLP Chairs generally reflected three themes – awareness/ relationships with MPPs, achieving understanding by MPPs and gaining support/ having influence with MPPs. These are consistent with the stated expectation: "Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO's policy direction." However, the emphasis placed on each theme and the language used by each group interviewed was often quite different and suggests that there is an opportunity for more clarity and recognition that awareness and a sound relationship are prerequisites for support and influence.

In assessing whether the program was operating as intended, a wide disparity was found among Chapters and in the perception of Council and GLC members. These differing perceptions suggest that consistent information on the status of the program is not adequately communicated. Almost all of the Chapter GLP Chairs interviewed indicated that they had been involved in at least one GLP event and had plans for organizing events or activities for the year. However, some had not seen the Chapter GLP Manual, reporting to HQ is limited and none seemed to be using the recruitment criteria specified in the manual. Current training for Chapter participants is done primarily through a one day Academy (normally 4 per year in different regions) and participants generally find these useful, but coverage seems to be incomplete. Recommendations are made to update the program design as specified in the manual and then take steps to implement it.

The study has identified many opportunities for improvement which will lead to better alignment of results expectations, a more strategic, focused approach and stronger Chapter participation. It is hoped that the specific recommendations will help enhance the delivery and eventual results achieved by the Government Liaison Program.

## Summary of Recommendations:

### Achieving GLP Objectives:

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.
2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.
4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.
5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

### Reporting:

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

### Training:

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.
9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.
11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/ travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.

13. Consider adding more content dealing with best practice Chapter activities.

#### GLP Weekly Newsletter:

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (eg. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.
20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

#### Activities/ Events:

22. Build on the success of the suite of events that are being used now, with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.
23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

#### Chapter GLP Support and Communication:

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.
25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.

#### MPP Suggestions:

28. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
29. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
30. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

#### Implementation

31. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
32. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

#### Introduction:

This report has been prepared at the request of the Council of the Professional Engineers Ontario. It is intended to evaluate the Government Liaison Program initiated in 2005 and to make recommendations for its improvement. The report summarizes the audit approach that has been used, the findings from over 70 interviews and review of numerous PEO documents, the recommendations that have been developed from these findings and suggestions for developing an implementation plan.

### **Background/ Context:**

Initiated in 2005, the Government Liaison Program has become an important part of the on-going activities of the PEO. It has been enhanced with the establishment of the Government Liaison Committee, in 2011, and local Chapter Committees.

As stated in the GLP Chapter Manual 2015: "PEO's Government Liaison Program (GLP) was established to ensure government, PEO members and the public continue to recognize PEO's regulatory mandate, in particular its contributions to maintaining the highest level of professionalism among engineers working in the public interest. Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO's policy direction.

The main messages of the program are:

- PEO has a legislated mandate under the *Professional Engineers Act* to regulate the practice of professional engineering in the public interest.
- The self-regulating engineering profession in Ontario—comprising over 80,000 professionals—has been successfully protecting the public for more than 90 years.
- PEO has unique knowledge and expertise and it is in the best interest of government to consult with it before considering new policy directions that may have the potential to impact the regulation of the practice of professional engineering."

After 10 years, Council has decided that a review of the Program would be appropriate in order to determine if it is being implemented as intended and achieving the expected results.

When considering the findings and recommendations in this report, readers should keep in mind that:

- Government Liaison Committee members, Chapter GLP Chairs and sub-committee members are all volunteers
- One year term for GLP Chairs may result in frequent turnover
- Chapter sizes (# of members, geographic area) vary greatly
- Number of MPPs/ ridings per Chapter vary and may overlap
- Funding for GLP activities is quite limited
- Until recently, the Manager, Government Liaison Program had additional responsibilities beyond the GLP.

### **Audit Approach:**

The audit approach was based on the statement of work provided in the Request for Proposals dated May 13, 2016 which specified various documents to be reviewed and groups to interview. Once an initial document review was completed, an Audit Design was prepared for PEO approval (See Appendix I). During this approval stage, the specific audit criteria and areas of concentration were confirmed. The main questions to be addressed in the audit were:

1. Is the Program working as intended?
2. Is it achieving the desired results?

It was determined that the area of concentration should be on those aspects of the program directed primarily to the provincial government and MPPs. It was also agreed that a group of MPPs should be added to the interviews in order to obtain their perspective on program results and suggestions for improvement.

Focusing more on MPPs, the initial list of audit criteria was reduced to:

Original objectives and current results expectations being met?

- Government continues to recognize PEO's regulatory mandate
- No government incursions in self-regulation of the profession
- No erosion of engineering as self-regulating profession
- Raise PEO profile at Queen's Park
- Educate legislators on PEO's role, issues & its value
- Current results expectations

Government Liaison Committee functions

- Oversee integration of GLP into each Chapter
- Communication/ feedback to Council
- Training Sessions
- GLP Newsletter
- Events

Chapter Committees fulfilling key responsibilities

- Coordination / Management
- Recruitment of members
- Activities
- Reporting
- Liaison/ communication

A series of questions were designed to gather information that would test the various audit criteria and gather information and suggestions that would lead to recommendations for improvements. The questions were compiled and grouped in four interview guides, one for each group to be interviewed – Councillors, Government Liaison Committee members, Chapter GLP Chairs and MPPs.

Separate email notices were sent to the three PEO groups advising them of the study and requesting their cooperation in making time available for a 30 minute interview. A subsequent email was sent requesting their availability within a two week timeframe. It was recognized that some members would

not be available over the target timeframe and a follow up email was sent giving an extra week to schedule an interview.

For the MPP interviews, a sample was selected based on advice from the communications consultant, Howard Brown, and the Registrar. It was agreed that Mr. Brown should contact the MPPs' offices to schedule the interviews and he did an excellent job in obtaining time from very busy MPPs.

Overall the response rate was excellent:

- Members of Council – 19 of 26 or 73%
- GLC Members – 11 of 12 or 92%
- Chapter GLP Chairs – 24 of 36 or 66%
- MPPs – 11 of 20 requests or 55%

A questionnaire was designed to gather supplemental information from Chapter GLP Chairs. While the response was quite limited, some additional information was gathered from this source.

## **Audit Findings**

### **Achievement of Results**

- **Audit Criteria**

The key question here is whether the program is achieving the desired results. This was approached from the basis of the original program design and, secondly, from the current perception of results expectations. The criteria examined include:

- Has the GLP raised the profile of PEO at Queen's Park?
- Has the GLP educated legislators on PEO's role, issues and its value?
- Government continues to recognize PEO's regulatory mandate.
- There have been no government incursions in self-regulation of the profession and no erosion of engineering as a self-regulating profession.
- Are current results expectations being met?

Interview questions addressed each of these criteria and the analysis of responses is summarized below.

### **Original Program Objectives:**

Based on interviews, these are the perceptions of Council members, GLC members and Chapter GLP Chairs with respect to some specific results set out when the GLP and the GLC were established. Relevant comments from MPPs are also included.

Has the profile of PEO at Queen's Park increased since the GLP was initiated?

All respondents who had been involved with the program long enough to form an opinion felt that the profile of PEO at Queen's Park had increased at least somewhat over the last few years. The example most often sighted was the increase in the annual Queen's Park Day attendance by MPPs.

MPPs were asked - What do you think the PEO does well in its interactions with members of the provincial legislature?

Overall, the comments were quite positive and reflect significant improvement since the GLP was introduced. Some thought PEO was doing a good job communicating its message and that H. Brown was quite effective. Others mentioned Queen's Park Day and other events, respect, professionalism and trust in PEO and PEO was seen as trying to help.

Are legislators better educated on PEO role, issues, and value?

With respect to whether messages on PEO's role, issues and its value are being received by MPPs, the perception was not quite as positive. While a majority of respondents felt that overall legislators were more knowledgeable than before GLP, some said it had not made a difference or that only some MPPs were more knowledgeable but not the majority of MPPs.

When MPPs were asked if they were familiar with any issues that PEO was promoting and whether they supported the PEO position, over half of those interviewed were familiar with the industrial exception issue. However, only one of the 6 supported the PEO position and, although some were sympathetic to the PEO position, they understood the counter arguments and supported the Cabinet position. Other issues mentioned were Elliott Lake, infrastructure, expanding students in engineering and increasing the number of engineers. Most MPPs indicated they supported PEO on these issues. Several were not aware of any issues or policies being promoted by PEO.

Do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

- 1) Council: The majority of Councillors did believe that the provincial government, in general, recognizes the mandate of PEO. Many did qualify their response by indicating that some/ many MPPs may not fully understand PEO's regulatory role. Some stated that more education is needed for MPPs (and PEO members), while others indicated that MPPs may know PEO mandate but still do not support PEO's position (eg. on industrial exception).
- 2) Government Liaison Committee: Almost all GLC members interviewed feel that the provincial government recognizes PEO's regulatory role, at least to some degree. Many qualified their response indicating that some MPPs don't recognize the mandate or choose to ignore it and some are confused with OSPE. Several indicated that more needs to be done with better focus on Cabinet and that PEO is not as effective as other lobbies (eg. CME).
- 3) Chapter GLP Chairs: Almost all the Chapter GLP Chairs believe that the government does recognize PEO's regulatory mandate to some extent. Similar to the other 2 groups, many did qualify their responses and their perception was quite often based on their local MPPs. Some noted progress since GLP established, but building the relationships and understanding of the mandate is an on-going process, still more work to do.



- 4) MPPs – When MPPs were asked what they understood the mandate of PEO to be, there were a number of different responses. Only 3 of 11 interviewed mentioned regulation or self-regulation, while representing members or providing an association was mentioned most often. Promoting, lobbying or advocating were mentioned by 4 while communicating with MPPs or the public were mentioned 3 times. One MPP was confused as to which organization was regulation/ discipline vs advocacy and suggested a name change to better distinguish the organizations.

There have been no government incursions or erosion of engineering as a self-regulating profession.

These issues were raised only with Council members as it was assumed that they would be in the best position to be aware of any government incursions or erosion of PEO's self-regulating role. Council was divided on their view of government incursion, many citing industrial exception and Building Code issues as examples of incursion. In addition to these issues, the recent mall collapse and bridge failure may have eroded public and political confidence to some degree. PEO needs to be vigilant and respond appropriately to calls for continuing professional development.

#### **Findings:**

With respect to the original objectives of the program, the responses from all interviewees indicate that the profile of PEO at Queen's Park has been raised. Furthermore, from the MPP responses it appears that PEO and engineers in general have a positive, professional image. Given the small sample of MPPs, these findings should not be extrapolated to all MPPs.

MPP awareness of the role of PEO, and specifically its self-regulation mandate, was weak with other perceptions of the role coming to mind. It was also the sense of Council members, and to a lesser extent GLC and Chapter GLP Chairs that more work needs to be done to reach more/ all MPPs with the message on role.

MPPs had a higher awareness and understanding of the "industrial exception" issue. Although most did not support the PEO position on this issue, it did illustrate effective communication. MPPs generally had a high regard for the value of engineers and their advice.

On government incursions or erosion of engineering as a self-regulating profession, some Council members cited examples that they felt were incursions on the mandate. While no amendments to the Professional Engineers Act have resulted, PEO needs to monitor all proposed legislation closely.

#### **Recommendations:**

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.

2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.

**Current Results Expectations:**

All three PEO groups of interviewees were asked several questions about their expectations for results from the GLP and whether they thought these results were being achieved.

**Results Expected:**

What results do you expect from the Government Liaison Program?

For each group, the responses tended to fall in three categories – awareness/ relationship building, understanding and influence/ support – with MPPs being the primary focus. The results expectations for each of the three groups are summarized below.

- 1) Council: The majority of Councillors interviewed expected PEO and the engineering community to have more influence with and gain support from MPPs as a result of the program. Others referred to increasing awareness and understanding among MPPs. Notions of partnership, being on the same side as the government and having a seat at the table were also expressed. Some hoped that politicians would understand the role and importance of engineers and seek their advice.
- 2) Government Liaison Committee: The majority of GLC members interviewed expected the program to increase MPPs awareness of PEO and its mandate and to establish good relationships. Some wanted to see PEO influence government decision making and have MPPs/ government come to PEO for advice. Other expectations included making engineers aware of how government operates, encouraging some to run for office and compiling statistics to relate safety to PEO.
- 3) Chapter GLP Chairs: The majority of Chapter GLP Chairs wanted the program to assist MPPs in understanding and appreciating engineers and PEO. Others wanted to go beyond understanding and have influence with MPPs and gain their support. Some other results expectations included making engineers more aware of the political system, helping members get into elected positions, avoiding legislative surprises and broadening the scope of the program to include municipal government.

Chapter GLP Chairs were also asked about their own local program –“ What results do you expect from your Government Liaison Program?” Most respondents indicated that they expected to increase awareness and build relationships with MPPs. Some mentioned increasing understanding and gaining support or having influence with MPPs, while a few mentioned raising awareness with PEO members.

Their expectations included building rapport and good relationships with local MPPs, being able to contact and influence them and have MPPs seek their input.

While the main themes of awareness, understanding and influence were evident with all three groups, there may be an opportunity for better alignment as the program evolves.

### **Results Achieved:**

When the same groups were asked – “Are you aware of examples illustrating that these results are being achieved?” – the perception of results achieved varies as well.

- 1) Council: Councillors were about equally divided on whether there were examples to illustrate that the results they expected were being achieved. However, the examples quoted were usually increased awareness, participation in PEO events, some improvement in understanding but not influence.
- 2) Government Liaison Committee: On the other hand, almost all GLC members interviewed were able to refer to specific examples of influence on legislation and not just awareness and understanding by the government. Examples included challenge to the Building Code Act, adding “engineer” to legislation and success with 65 amendments to the “Open for Business Act”.
- 3) Chapter GLP Chairs: Most Chapter GLP Chairs had examples of their results expectations being met. These were often cases illustrating positive relationships with and support from local MPPs. Examples included MPPs attending GLP Academies, take an MPP to work days, PEO Chapter events and local MPPs speaking in support of engineers in the legislature. Some Chairs indicated they were too new in the position to have any examples of results. The ‘industrial exception’ issue was often cited as a negative example.

### **Findings:**

The three common expectations expressed – awareness/ relationship, understanding and support/ influence – illustrate reasonably good alignment across all 3 PEO groups. However, the emphasis for each group was different – Council stressed influence, GLC awareness and Chapter GLP Chairs understanding.

The GLP Chapter Manual states that “Ultimately, the goal is to have government view PEO as a partner, and understand and support PEO’s policy direction.” This implies moving beyond awareness to reach understanding and support. If viewed as a continuum, the stated goal is to reach the support/ influence stage, but not all of the 3 groups have that expectation.

While Councillors wanted PEO to influence government/MPPs, they did not quote any examples where this had been achieved. GLC members expected awareness and a good relationship, but referred to examples of influence. Chapter GLP Chairs hoped to achieve understanding, but had examples of good relationships and support including local activities and speaking positively in the legislature.

Some examples, such as helping members get into elected positions and broadening the scope of the program to include municipal government, indicate that more focus may be required.

The findings indicate an opportunity for better alignment of expected results among the three key groups involved.

**Recommendation:**

4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.

**Compliance with Program Design**

• **Audit Criteria**

In order to answer the question “Is the Program working as intended?”, several criteria were examined. The GLP Chapter Manual provides an excellent description of program design and intended operation including the responsibilities of Chapter GLP Committees. The criteria examined include:

- Oversight and integration of the GLP into each Chapter
- Coordination of the program at Chapter and PEO levels
- Chapter Program Management – structure, processes (planning, budgeting), recruitment of members, reporting/ information flow and liaison/communication.
- Training of GLP volunteers
- GLP Weekly Newsletter
- Events/ activities

**Government Liaison Committee Functions:**

Interviews with Council members, GLC members and Chapter GLP Chairs addressed expected results for the Committee and several of its key functions.

**Council’s view of GLC Expected Results:**

What results do you expect from GLC? On this question, Councillors had a broad range of expectations that were expressed in many ways. The most common themes were strategic leadership, clear communication/ messaging and coordination/ control of the program. Some expected specific results - realize material change; legislators seek engineers help; education for all Chapters; suggest types of activities; strong statement on selection of key spokespersons. Others expected a broader scope - input

to all members on government issues including federal, municipal; policies, guidelines to focus on the public.

#### **GLC Members view of their Committee's Expected Results:**

What results do you expect from the Government Liaison Committee? Committee members also had a broad range of views which could be categorized in five areas – government relationship; relationship with Council; relationship with Chapters; connecting with other groups and a focus on issues.

Committee members' comments can be summarized:

- Government relationship – Monitor and be the lens of PEO to Queen's Park. Link PEO Executive to government. Track future events, issues. Be proactive, get out in front. Be the direct interface with government. Be active on the political side. Develop relationship with government and strengthen involvement with MPPs.
- Council relationship - Need to enhance position in Council. Should get direction and mandate from full Council. Improved communication & reporting to Council.
- Chapter relationship – Need to provide oversight for the program. Track future events, issues. Focus on issues. Provide direction to Chapters. Help Chapters and direct the interface with government. At local events be clear on expectations. Plan every meeting and monitor every meeting (QPD; Take MPP to work day).
- Connecting with others - Connect with other committees; invite other PEO members (eg. Prof. Dev.) to meetings. Learn how to find/ foster allies (e.g. Labour unions).
- Focus on issues - work on industrial exception. Focus on regulatory mandate, legislative issues. More meat in agenda (too routine).

#### **Findings:**

The GLP Chapter Manual states that the Government Liaison Committee (GLC) was created in 2011 "to provide oversight for the Government Liaison Program". Councillors' expectations of strategic leadership, clear communication/ messaging and coordination/ control of the program would appear to be consistent with the oversight role.

Some GLC members referred to their relationship with Chapters in terms of oversight, tracking events/ issues, providing direction, directing the interface with government and providing clear expectations. These would appear to be consistent with the oversight role, but more specific.

Some GLC members also recognized the importance of their relationship with Council, other committees and allies in addition to the primary relationship with the provincial government.

#### **Recommendation:**

5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory

authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

### **Council's Perception of GLC Results:**

Council members were asked whether the Committee has been successful in ensuring that the GLP has been integrated into each Chapter? Their responses were almost equally divided between no, yes/somewhat and don't know/not sure. Comments often acknowledged that the integration of the GLP into each Chapter depends on the situation and level of activity in the Chapter. Some gave credit to staff and consultant efforts.

GLC members' view on this question was quite different. Most felt that the committee had been at least somewhat successful in ensuring that the GLP had been integrated into each Chapter. In some cases, they acknowledged that their perception was based primarily on their own Chapter/region or that they weren't sure it applied to all Chapters. One member correctly pointed out that this expectation is not in the "mandate" (terms of reference) of the GLC.

### **Findings:**

As part of the long-term strategy enunciated in the Chapter GLP Manual, Council advised the Government Liaison Committee (GLC) "to oversee the integration of the program into the chapter".

The differing perceptions on the degree of integration of the GLP in Chapters suggests that this is not being tracked or reported. (See discussion below on reporting.)

### **Reporting/ Information Flow**

Reporting and information flow were identified as important components of the GLP design. Questions were posed to Council members and GLC members on this topic.

Councillors were asked - Is the information (e.g. plans, reports) provided to Council sufficient? Almost half of the Councillors interviewed did not think that the information provided to them concerning the GLP was sufficient. Others found the information provided sufficient or somewhat sufficient. Some were not sure or did not know. Their comments included:

- Don't remember a report from GLC
- No, most committees do not report regularly. Didn't know it existed until last 6 months.
- Probably not. Don't get regular reports or monitoring. No standing item on agenda.
- No knowledge.
- No. What they do is a mystery.
- Close to sufficient. Would welcome more info (eg. more for new Councillors). Agenda item for every meeting of Council.
- Not sure what they are doing.
- Should ask for what we want. Have been receiving significant material; big agenda package.
- Don't think so. Not much available. Light on substance.
- No regular reporting. Will deal with specific issues.

- Underwhelming, not focused. Does not grab attention. Would like 1 page with graph. Power point with stats.
- No performance measures, results or impact.
- Quite good job.
- Could refine communication. Need to think about communication strategy, focused presentation. Can always ask for information and go talk to staff.

GLC members were asked - Is the information (e.g. plans, reports) provided by Chapters (to GLC) sufficient? The majority of GLC members interviewed felt that the information provided by Chapters was at least somewhat sufficient. Most indicated that some improvement should be made or that work is underway to improve reporting. Their comments included:

- Sufficient information only for issues.
- Capacity issue, large variation among Chapters. Should have photos.
- Need to connect better (e.g. on funding). Should not have to struggle on funding. Need to be clear on what is funded.
- Fiscal reports to GLC being established (what has been done, who involved).
- Think so, but not sure. Good access to information but need more meat. Chapters are proud of meetings with MPPs/ Ministers.
- When we ask, get good reporting. Project underway to set up reports (electronic).
- Not too sure, little detail. Some detail provided at Committee meetings & in minutes.
- Formal feedback needed.

The document review and questionnaire responses indicated that some Chapters prepare regular reports for their Executive Boards and their AGM but these are not routinely sent to GLC or PEO HQ. A form for reporting on meetings with MPPs is available for Chapter use and a copy is to go to PEO HQ, but few of these are completed. Automation of this form using "Survey Monkey" is underway. The GLC annual report and the GLP section in the 2015 QA Booklet provide an excellent overview of activities, but contain little information on program results. GLP Information Notes appear to provide useful information on specific issues, but these were not examined in detail.

#### **Findings:**

While the Chapter GLP Manual identifies reporting as a "key function" and is quite explicit on the responsibility of GLP Committees to report quarterly to their Chapter Executive and annually to their AGM, little is covered on reporting to the GLC or PEO HQ. Similarly, there does not seem to be any specific requirement for GLC reporting to Council.

The GLC Terms of Reference include:

- Coordinate the activities of the Government Liaison Program.
- Establish, receive and review reports from PEO

committees as it considers appropriate.

There is also an expectation, based on the interviews, for more or better reporting on GLP activities and results for the Council and GLC.

#### **Recommendations:**

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

#### **Training**

##### **Training expectations from GLP Chapter Manual:**

Training Sessions - Each year, a series of program training sessions will be held for members participating in the Government Liaison Program. These are to include:

- The nature/scope of the program
- Tips on building relationships with MPPs
- Updates on current issues impacting the role of PEO and the self-regulating profession
- Updates on PEO messaging and positions

A notice will be distributed through the chapter executive to advise of upcoming training sessions. Upcoming training will also be announced in the GLP Weekly newsletter.

##### **Training Delivery:**

This is done primarily through GLP Academies which have been held 4 times most years. Based on sample agendas for 2013, 2014 and 2015, topics covered have included:

- How to get your policy into legislation
- Government structure
- Who's who - look at the key Ministers, Critics and other MPPs in Queen's Park
- What do I talk about? – GLP Issues and Information Notes
- Role playing - Attendees receive practice in meeting politicians and discussing issues
- Lay of the land - overview of the current political landscape.

An introduction to GLP and a 'GLP Congress' session are normally included as part of each Academy agenda. During the 'Congress' sessions, each GLP Chair or rep will make presentations or speak for 5-10



minutes to discuss past achievements and future goals. They will also discuss how all the GLP Chapters can work together to grow and promote.

### **Interview Analysis:**

All three groups of PEO interviewees were asked – “Is training for PEO participants/ representatives sufficient?”

- 1) Council: The majority of Councillors considered current training to be sufficient or somewhat sufficient. Some were not sure or not familiar with the training. While a few felt it was not sufficient. Comments included:
  - Training positive & critical, but not sufficient. Need to select good participants. Brown comes to all, ensures consistency, targets MPPs. Regulation focus but not getting full value.
  - Need more.
  - Increase to ensure clear understanding (message). Do shortly after election/ annually. Very important.
  - PAN doing better job (prior to meetings provide briefing note, indicate expected result, goal clear). Need to bring OSPE rep to meetings and vice versa.
  - Lots of opportunities for training, but don't know if all get training. Consistency issue. Reps may deviate from messages or add own items. All contacts should be reported.
  - Train Chapter committees, with more on activities.
  - QPD – info provided late. Basic training, but need improvement.
  - Initially good, but now repetitive; nothing new. Need to refresh curriculum; adopt train the trainers approach.
  - Need to monitor training, at least once a year.
  - Should pick hot topics & make sure they are covered. Use mock meetings to make participants more comfortable. Listen but also convey position. Not lobbyists but could align with them as they may be more effective.
  - Academy very good for GLP Chairs, but not all people covered.
  - Should put training on web/ do webinars.

#### Council suggestions:

- After election engage new people on issues important to PEO with consistent message and regular follow up.
- Give them “sound bites” to use. Tell people what not to do. Avoid different messages (coordinate).
- Potential for info on web site. Need more lead time, organized info on issues to cover.
- Convenient communication (eg. video conference); volunteers have less time. Same (Council endorsed) messages from all Chapters to MPPs.
- Leadership, education for all Chapters, suggest types of activities.
- Get out a consistent message.

2) GLC: The majority of Government Liaison Committee members felt that the current training was sufficient or somewhat sufficient, while some did not know or were not sure. Comments included:

- Very ambitious. Engineers not used to speaking to politicians.
- Volunteer time a constraint (& maybe dress code?).
- Academy works well.
- New Chairs being trained. This is important.
- Some issues with language.
- Need part experience and part training.
- Good training program, but may not be right (for our needs).
- May need follow up training.
- Aren't tracking who has been trained (staff role).
- Training for volunteers is general.

GLC suggestions:

- Need to focus on core (3-5) issues & PEO position. How to communicate these. Provide updates on key issues.
- Understand issues important to MPPs.
- More unified voice (with OSPE) when speaking with government.

3) Chapter GLP Chairs: Almost all of the Chapter GLP Chairs who had participated in training indicated that it was sufficient or somewhat sufficient, while some had not had training. Their comments included:

- View as a process with more experienced Exec members.
- Overall training well structured. GLP Academy (East Ont.) great for new members. Always 2 or 3 MPPs attend.
- Training is sufficient but hard to find time.
- Academy provided better sense of program & HQ contacts. Short term sufficient.
- Session after AGM. GLP Academy was good, but could only send one; should allow more.
- Academy training good introduction, some tactics. First best; got less from 2<sup>nd</sup> & 3<sup>rd</sup>. More emphasis on MPP staff would be valuable.
- Good training on approaching MPPs. Training for election to office.
- GLP conference (Academy) combined with QPD not sufficient. Could add webinar.
- Went to PEO training and team has access to material. Should have social network app; use webinar.
- Got training slides only.
- Academy is good. Harder for members from Windsor. Should do Chapter level (train trainer).
- GLP Academy good but at year end. Should do after election. AGM day could be expanded.
- Sufficient from starting point of view.

Chapter GLP Chairs suggestions:

- Only once a year meeting; need more sessions (work shops). Not enough time to address Chapter/ regional issues (eg. how to handle first meetings with MPPs).
- Relationship building key. Seek to understand MPP needs.
- More clarity on direction. Tips on best activities to get most value from engagement. Need to reinvent GLP and educate PEO on government.
- Attended PEO conferences, but program hard to apply to Chapter.
- Coordinate training earlier after election (May rather than April).
- Clear message to go to MPPs (4tly or annually).
- Reach out to municipalities (Mayors/ Reeves) and invite to Academy.

### **Findings:**

The review of sample Academy agendas indicates that the topics specified in the Chapter GLP Manual are being covered.

Interviews indicated that some Chapter GLP Chairs had not had an opportunity to attend one of the Academies. Some also indicated that they would like to have others besides the Chairs attend this training.

There does not appear to be a system to monitor coverage and follow up to ensure that all who need training are receiving it.

While the majority of interviewees felt that the current training was sufficient or somewhat sufficient, the individual comments indicated that there is room for improvement.

The most frequently suggested improvements were:

- Need to reinforce clear, consistent messages
- Current training may be sufficient, but should do more
- Good for new members, but may need more advanced, different topics for others
- Timing important for newly elected Chairs
- Use different delivery mechanisms – web based, social media app, seminars, work shops, video conferences, Chapter level.
- More should be done to cover activities that Chapters should undertake to implement GLP.

### **Recommendations:**

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.

9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.
11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/ travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.
13. Consider adding more content dealing with best practice Chapter GLP activities.

#### **GLP Weekly:**

Members of the GLC and Chapter GLP Chairs were asked - How does the GLP Weekly Newsletter contribute to the work of the Committee/ Program?

- 1) GLC: Almost all of the Committee members felt that the weekly newsletter made a positive contribution to the program. Most saw it as a good communication tool and several felt it was useful for sharing ideas. A few found it useful for planning, communicating to MPPs and recognizing successes. Only one indicated it did not contribute to the work of the Committee. Specific comments included:
  - Good way to communicate. Not aware of readership.
  - Assists oversight role; provides update on what Chapters are doing. Value for other Chairs – sharing knowledge.
  - Highlights successes; sharing of info; others can learn (do similar functions).
  - Too long (what can I learn?).
  - What has been done in past week; upcoming events (picked by H Brown) to attend.
  - Don't know how it contributes, but illustrates many active Chapters. Carries message of GLC to Chapters & to MPPs. Illustrates what others are doing & upcoming events.
  - Makes Committee look "awesome". Better than writing report. Celebrates events, timely sharing, record of events, share with MPPs.
  - Keeps members up to date on PEO & government activities. Not for planning, but after event reporting.
  - Doesn't contribute to my work on Committee; not a focus.
- 2) Chapter GLP Chairs: The majority of interviewees saw the Weekly as an informative, communication tool. Many felt it was useful for planning and sharing ideas. It was also seen as a

good means to communicate to MPPs and to give recognition to Chapters. Unfortunately, several (new Chairs) were not receiving the Newsletter (this has been corrected). Specific comments included:

- Gives idea of what others are doing & future activities (of MPPs).
- Upcoming events; quick update; read every week. Use to plan/ identify opportunities.
- Showed to MPP & he was impressed
- Update on what others are doing, get ideas. Howard very helpful.
- Makes me aware; ideas for events; good info.
- Photo opps. Report on meetings, but not much meat; little results.
- Encouraging to scan, see events of interest. Others dealing with same issues.
- Receive and read occasionally. Useful to have – know what others are doing, hot topics.
- More coverage for York (recognition/ reward); get your name out. Not too deep on info.
- Informative, helps plan attendance at activities. Know what MPPs are doing.
- Enjoy reading, see what others are doing. Look for events to attend.
- Gives MPPs sense of what other MPPs are doing with PEO.
- Raises flags on issues (eg. Cabinet shuffle). Shows participation. What's upcoming.
- Make us aware of PEO mgt. and other Chapters' interaction with MPPs. Get ideas.
- Great! Always read. Use to raise issues/ plan with Exec. Lessons learned.
- Very good resource. Brown critical; not volunteer. Needs info to do job – updates.
- Informative, encouraging, future events. Should distribute more broadly.

#### **Observations from review of sample issues of the newsletter:**

The primary audience is both PEO chapters so that they are aware of the activities that are happening, and politicians so that they are also aware of PEO activities and also wish to be profiled in the newsletter for their own visibility.

Anyone, including members of the public, may ask to join the distribution list. The current distribution list of about 600 includes PEO members, MPPs, city councillors, bureaucrats, students, etc.

From a review of a sample of newsletters from 2011 to 2016, the following observations were made:

- Professional presentation, well organized, easy to read with main topics listed.
- Photos and list of upcoming events take up a large portion of space. Many photos show mainly faces/ bodies with name and title caption.
- Role of PEO repeated/ reinforced in all issues –“Through the Professional Engineers Act, PEO governs over 80,000 licence and certificate holders and regulates professional engineering in Ontario to serve and protect the public. Professional engineering safeguards life, health, property, economic interests, the public welfare and the environment.” Good reinforcement of message.
- Coverage seems to be mainly on participation at events.
- Where “meeting” or “discussions” with a Minister/ MPP are reported, there is usually no reference to results or follow up which could appear in a subsequent newsletter.

### **Recommendations:**

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (eg. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.
20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

### **Events:**

One of the means of achieving GLP results is through organized events. All three PEO groups and MPPs were asked about their participation in PEO organized events and the effectiveness of these events.

- 1) Council: Most Councillors had attended at least one PEO event organized to engage MPPs. Queen's Park Day was most often mentioned, and some felt it was effective, but more for awareness than results. Others felt that one on one meetings or special meetings organized with a small group were most effective. Comments included:
  - No benefit for \$300 dinner. Should focus more on staff (engagement/ training)
  - Need follow up to events/ meetings; need better selection of participants

- After election PEO organized meeting with new Ministers (still on learning curve) and this was very effective. Talked about issues/ challenges face to face. Committee recommended topics to cover.
  - MPPs came to speak to us helping to understand them. Going to reception just to get a picture not that effective. Need follow up.
  - Have met ~1/3 of MPPs; can call and talk to them. Queens Park Day effective. Met AG several times a year. One on one contacts effective; can connect with MPPs' issues.
  - One on one most effective
  - QPD most effective; however, some MPPs don't attend. Also lack of volunteer interest.
  - QPD good food/ drink but only seeing one element. No longer effective - \$wasted. Nothing with public or opposition parties.
  - QPD good face to face contact. Meetings in MPPs office organized by Chapter. Take MPP to work. Invite MPPs to PEO events.
  - Need to have right people to participate.
  - Parliament Hill Day (Ottawa) talked with MPs but not sure if they were engaged. Need dialogue/ follow up.
  - Need more attention to public servants.
  - Not effective for results; effective for awareness. QPD many cabinet members/ MPPs become aware.
  - All candidates meeting could be good.
  - At wine & dine events no time to discuss issues.
  - Don't know if events effective. Could more follow up help?
- 2) GLC Members: Almost all Committee members had attended at least one event. Several mentioned Queen's Park Day and Take your MPP to Work Day, with the later seen as more effective. Comments included:
- Some events very effective (e.g. Tech Town Hall). MPPs want to work on issues (e.g. private members bills); need technical support.
  - Take MPP to work helped give them insight on work of engineers. QPD was an opportunity to talk to people (40- 50 MPPs attended).
  - QPD good. Take MPP to work is a tailored event, creates dialogue, exposes MPP to what engineers do & work of PEO, introduction to a company.
  - QPD good for interaction, very effective –learn, raise issues, 2-way communication; helps to develop relationship.
  - Effectiveness of events limited; viewed as photo opps (not dealing with substantive issues or moving MPPs along on understanding). Need to stay on messages, issues.
- 3) Chapter GLP Chairs: Almost all Chapter GLP Chairs had participated in at least one event organized to engage MPPs. Several indicated that face to face meetings with the MPP (usually in their office with OSPE rep) were most effective. Other effective events were the Take MPP to Work Day, Queen's Park Day and all candidates meetings. Specific comments included:
- MPP to work day – MPP amazed by factory, then spoke about it in House.

- Constant series of activities. Need to participate and be seen. Formal meetings, inviting MPPs to Certificate presentations. Take MPP to work.
  - At local events, make sure MPP is comfortable. Have good relations and MPP is keen to attend.
  - By election meeting with candidates had good response.
  - In 4 years, Industrial exception biggest issue. Informal lunch meeting with MPP & OSPE rep had most effect.
  - QPD. Attended Liberal event in Thunder Bay, but not enough face time.
  - QPD – not sure if effective. Most MPPs don't come.
  - OSPE/ PAN meeting with Minister. Got his advice on how to influence policy
  - QPD, caucus events are effective.
  - Joint meetings with OSPE in MPP's office most effective. Difficult to get material on PEO position.
  - MPP's events with other organizations. Recognize & give credit to him as a result of relationship being established.
  - MPP at our AGM, spoke to group & takes engineers seriously. Also one on one.
  - All candidates meeting very effective. Very limited budget for 5 person committee attending MPP's events & public events.
  - Take MPP to work – undivided attention.
  - Face to face in office most effective. Chapter events (Licence ceremony), Engineering Month, annual picnic.
  - Face to face best (show passion, type of person you are).
- 4) MPPs: Almost all of the MPPs interviewed had attended several events organized by PEO. Queen's Park Day was most often mentioned and was also noted by some as one of the things that PEO does well in its interactions with MPPs. This effort also afforded them an opportunity to meet engineers from across the province. Some indicated that individual meetings where they could discuss issues and get input were more valuable. Participating in educational events, events with young people and PEO award/ certificate ceremonies were also mentioned. Specific comments included:
- Yes, many social events. They did assist in understanding their role.
  - Lobby day. Separate meetings with engineers at QP. Attended AGM/ Licence ceremony. Greatest value meeting engineers from across province at QPD.
  - QPD; individual meetings most productive; attended AGM in Toronto; attend annual luncheon in North Bay (for over 10 years).
  - QPD. Saturday morning education session – spoke at these (2). Opportunity to share understanding.
  - QPD, but not being educated through this event (well educated already). Should meet more in riding.
  - Graduation ceremonies, bridge building. Events for young people in particular.
  - QPD. Individual meetings more valuable.
  - QPD helped to understand role, many ways engineers touch lives of Ontarians (eg. infrastructure).



**Document Review:**

In their "Government Liaison Program Report 2005-2016" Brown and Cohen note the following with respect to events and PEO participation:

"Going hand-in-hand with MPP meetings is event attendance. Although meetings are a direct way to discuss PEO issues with MPPs, meetings are always about asking for something. Events, on the other hand, provide a great opportunity to show support for the MPP. It allows engineers to build relationships with MPPs outside of their office.

The relationships that PEO fosters through its event attendance open many doors for PEO. MPPs get a lot of requests for their time. The organizations that tend to get heard are those speaking with MPPs on a regular basis, attending events, hosting meetings and engaging them in the organization's activities."

OSPE comments: In an interview with an OSPE staffer, it was noted that it often takes up to 6 months to arrange a meeting with a Minister or MPP as there are many demands on their time.

Proposed legislation may restrict political fund raising events and this could affect access of PEO members to MPPs.

**Findings:**

Overall, Queen's Park Day, individual face to face meetings with MPPs and Take MPP to Work Days seem to be most effective from PEO and MPP perspectives. While face to face meetings and dedicated attention are desirable for achieving understanding and gaining support on issues, these may not happen without the ground work of awareness and relationship building through attendance at MPP events and inviting them to PEO events. Each Chapter has had varying degrees of success with up to 5 or 6 MPPs in their area and the approach may be different for each.

**Recommendations:**

22. Build on the success of the suite of events that are being used now, with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.

**Chapter Committees Fulfilling Key Responsibilities:**

Delivery of the GLP and building relationships with MPPs depends, to a large extent, on the successful implementation of the program by Chapter Committees in all 36 Chapters.

### **Chapter GLP Activities:**

To see how Chapter GLP Chairs were achieving results, they were asked - What are the main activities undertaken to implement the GLP for your Chapter? Most were undertaking or had planned several different activities to engage MPPs. The most frequently mentioned were inviting the local MPP to the AGM or Licence ceremony, Take your MPP to Work Day and attending MPP events. A number were meeting their local MPP at their constituency office. Other activities mentioned were inviting MPPs to participate/ speak at PEO training events, school events, engineering symposiums and candidates' debates.

### **Findings:**

While most Chapters had some activities underway or completed, some did not or were still in the planning stage.

### **Recommendation:**

23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

### **Chapter GLP Management:**

Several questions were asked pertaining to management of the program within the local Chapters.

How would you describe the structure of the GLP in your Chapter? – About half of the respondents had a sub-committee consisting of the Chair plus 2 or more committee members. The other Chapters were organized with only the chair, chair plus one or the chair plus members of the Executive team as required. Some larger committees would have one person assigned to each MPP in their area. Formal meetings were infrequent and usually for event planning. Several mentioned involving OSPE in meetings with MPPs and event planning.

What management processes are in place to help ensure coordination of GLP activities? About half of the interviewees did not have any management processes in place. In some cases they were new and had not had much time to get organized. In other cases, their level of activity did not justify any formal process. Some indicated that they had planning/ budgeting or reporting, while others relied on committee or work group meetings to coordinate activities.

Is the recruitment of members to participate in the program effective? – A majority of Chapter GLP Chairs indicated that the recruitment of members to participate was at least somewhat effective, while others felt that it was not and others were not sure or did not know. Some rely on members of the Chapter Executive to help out. In small Chapters, and even in some large ones, recruitment of volunteers is difficult (e.g. on short notice and for events on weekends and in the evening).

The questionnaire input indicated that the recruitment criteria are not being used and no formal selection process is followed. Some training or briefing material is usually provided to participants.

**Findings:**

The structure of the sub-committee depends on the level of activity and volunteers available in the Chapter. The committees may be one person or up to 4 or 5.

For the most part, management processes and meeting schedules are not required, although some had planning and budgeting. Planning is informal and centred around events.

Recruitment criteria specified in the manual are not being used. Where recruitment of volunteers is difficult, this may jeopardize the success of the program.

Since Chapters seem to be able to organize events with little process, finding the right volunteers is probably more important.

**Recommendation:**

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.

**Chapter GLP Support:**

Is the GLP Chapter Manual a useful reference document? – Most of the respondents who had read the manual thought it was a useful document, especially for new members/ Chairs. A few refer to it occasionally. Unfortunately, about one third said they had not received it or did not recall seeing it. (These Chairs were all sent an extra copy.)

Is there adequate liaison with the central Government Liaison Committee, the communications consultant and the Manager GLP? – Almost all respondents felt that the liaison activity was adequate or somewhat adequate. The most frequent contacts were with the Program Manager, followed by the communications consultant. There were a few references to the regular conference calls (only 10 to 12 participate) and some suggestions for copies of GLC minutes/ decisions, more lead time/ advance material for meetings with MPPs, co-ordination with GLP Chairs for events in their area or in overlapping ridings and better communication among GLP Chairs. Most interviewees seemed to get prompt replies to questions when information was requested.

**Findings:**

The GLP Chapter manual is a valuable tool and distribution needs to be timely for new Chapter GLP Chairs.

The liaison/ communication between Chapter GLP Chairs and the Manager GLP/ communications consultant is adequate. Conference calls do not reach the majority of Chapter GLP Chairs. Some specific improvements could be made.

### Recommendations:

25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.
28. Electronic means of sharing information among Chapter GLP Chairs and HQ staff should be developed.

### MPP Views:

When MPPs were interviewed there were several questions asked in order to gain some understanding of how they view PEO and to elicit their suggestions for improvement.

What do you think the PEO does well in its interactions with members of the provincial legislature? Overall, the comments were quite positive and reflect significant improvement since the GLP was introduced. Some thought PEO was doing a good job communicating its message and that H. Brown was quite effective. Others mentioned Queen's Park Day and other events, respect, professionalism and trust in PEO and they were seen as trying to help. Comments included:

- PEO here now (went from zero to positive). QPD well organized. Professional job, as good as any.
- H Brown does excellent job in getting access to MPPs. Events are among the best; local engineers attend & we appreciate this.
- Support for members of opposition party. Good on sharing facts eg. air/ water quality.
- PEO is respected. When they lobby it is in the public interest, not self-interest.
- Communication. Receptions – get good turnout, energy in room, good feel, well advertised, photographer there.
- Consistent messaging, on-going presence. Proactive, positive, look to how they can help.
- Lobbying efforts quite good (non-existent before 2004).
- H. Brown very good. PEO members should do more than just show up.
- H. Brown is effective, educates on issues. Key to work with public service (MPPs/ Ministers change).
- Educating parliamentarians. As issues come forward they provide input.
- Effective building trust, relationships. Demonstrate interest in issues; look for ways to help/ advise. Professional, prepared, right people. Relationship/ partnership not just 'transactional'.

What benefits do you see in your relationship with PEO as an organization and with its members? All MPPs interviewed saw some benefits in their relationship with PEO and its members. Several mentioned access to engineers' knowledge and expertise, an opportunity to discuss issues and non-partisan input or advice. Others mentioned understanding the engineer's role, encouraging youth to consider a career in engineering, promoting capital investment and local engagement. Comments included:

- Understands knowledge, skill, expertise of engineers in provincial matters; province can benefit.
- As critic for Infrastructure & Economic Development could touch base with PEO on issues (electrification of Go Train; Green Energy).

- Better understanding of their role & importance. Provide a non-partisan sounding board; not as self-interested as some groups.
- Opportunity to mix with members, identify obstacles, get better understanding of others' interests. Engineers familiar with infrastructure; gain better understanding & info from them.
- Good on-going dialogue, open. They offer to assist. Promote issues around investment.
- Province spending huge \$ (130B) on infrastructure. Need engineers/ architects ideas, input on priorities, advice on electricity, roads, etc.
- Knowledge, understanding. PEO should do better at this.
- Knowledge, connection to local outreach/ events. Important to get young people to consider engineering; grow the profession.
- Sessions in my office. Need to nurture young engineers (co-op programs like Waterloo); start in High School; take kids to work.
- Ability to have discussions, get comments on legislation. Get PEO position; be informed on decisions.
- Working with people, getting sound advice (eg. on policy). Do my job better. Local engagement, meet local businesses (Take MPP to Work).

What do you think the PEO could do better to build relations with MPPs?

Three of the MPPs interviewed could not think of anything that PEO could do better. Others suggested position papers or personal discussions to provide input on key issues, organizing seminars on important topics of public interest, organizing site or project tours, encourage youth and do more on diversity.

Specific comments included:

- Nothing. Have exceptional relationship with all 3 parties. Good approach.
- Non-partisan position papers (eg. Climate Change). Be more educational; fact based.
- Doing a good job. Meet individually once a year. Input on specific issues (eg. asphalt in north; bridge collapse –Nippigon).
- Would welcome opportunity to get engineers view on issues through papers or discussion. Provide tours to sites/ projects.
- Engage MPPs in organized tours (schools, projects) providing examples of what engineers do.
- Doing a good job, staying in touch, but need consistency. Catch public & political interest. Set up "PEO Infrastructure Advisory Group" to conduct lectures, seminars highlighting approaches/ safeguards in the public interest – invite MPPs & media.
- More meetings in ridings. Come to office & talk about issues; offer help.
- Keep doing what they do.
- Could do more on education & diversity. Talk to kids on engineering. Need to be diverse & interact with other groups.
- Do a good job. Need to continuously inform on engineer's role (e.g. Doctors seen as essential to quality of life).

What can PEO learn from the government relations programs of other professional regulators?

Almost half of the MPPs interviewed felt that PEO's government relations were already strong. Other associations mentioned as having good programs were nurses, doctors, teachers, fire fighters, financial planners and PEGO. Areas for improvement mentioned were position papers, mentoring, diversity and accepting government decisions. One MPP was confused between PEO and OSPE. Comments included:

- PEO better than average; have one of the best.

- No clear pattern from others. PEO strong, non-partisan.
- Confused between OSPE & PEO. OSPE produces good position papers – Wind Energy paper excellent.
- Others could learn from PEO. PEO can help with knowledge of MPPs; provide broad perspective.
- PEO one of the more visible (top 3 or 4). Nurses, doctors prominent, but tend to be adversarial (government is their employer). Financial Planners also quite visible.
- Should meet with medical, nursing, teachers and find out how they do it. PEGO also very good (all politicians know about them).
- Fire Fighters excellent, well organized, come to events, do more at local level.
- Should realize government decisions aren't personal (balance/ trade-offs in public interest); move on.
- Engineers could learn re mentoring, diversity, gender parity (male domination). Work with multiple ministries.
- Not a lot. Don't need more interaction. Balanced, effective. Promote value of engineers to Ontarians.

Have you any other thoughts that would be beneficial to PEO in supporting your work as a provincial legislator?

Almost all of the MPPs interviewed offered suggestions in response to this question, sometimes repeating or reinforcing earlier comments. Providing position papers, advice and solutions to help resolve important issues were often mentioned along with comments on the types of events they enjoy such as tours and take your MPP to work or participation in educational events. Specific comments included:

- Values the opportunity to appear at education forums. Good balance in participation with other local MPPs . Appreciates take MPP to work event & annual meeting with GLP chair.
- Engineers' role not well understood. Engineering component to all legislation. Should apply engineering lens to all legislation (would strengthen). Would like to hear more on Climate Change, GHG & related targets (facts). On Industrial exception, PEO should look at why it is not happening; what are barriers.
- Ring of Fire input/ position as a profession. Paper on infrastructure from proper engineering perspective. Recruiting – doing good job attracting females, but need more mining engineers in north. Tours of northern mines (eg. Tembec \$310M investment). Enjoy business & social functions.
- Identify trade-offs & other considerations in legislation. Balanced briefing notes from engineering perspective. Help MPPs know what is important.
- Generally positive. Should promote role in building things, public safety. Offer public tours, participate in events like "Toronto Doors Open".
- Come with positive solutions, not just problems; offer help.
- Priority to increase pipeline of young engineers. Advise us on how to encourage young people to pursue engineering careers. Helps to have H Brown advocating for engineers.
- Work with Dept. of Education, kids at risk, start early. Mentoring diverse communities, support for females; have a proactive position on "gender parity". Lead by example.
- Don't contact MPPs just for problems, have an on-going contact/ relationship.
- Help to build connection with local Chapter. Get to know engineers in riding.

### Findings:

MPPs interviewed have a positive view of PEO.

They see benefits in their relationship with PEO and its members –access to knowledge, advice on issues.

They had some suggestions to build better relations with MPPs - position papers on key issues, seminars on important topics, site or project tours, encouraging youth and doing more on diversity.

Compared to other professions, PEO is seen as very strong, but could look at or talk with nurses, doctors, teachers, fire fighters, financial planners and PEGO.

**Recommendations:**

29. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
30. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
31. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

**Additional Suggestions:**

During the interviews with Councillors, GLC members, Chapter GLP Chairs, MPPs and OSPE representatives, most offered some specific suggestions for improving the GLP or the relationships that the GLP is seeking to establish. These suggestions are listed in Appendix V with a brief summary at the end for each group of interviewees.

The suggestions covered a broad range of topics including:

- Scope of the program
- Management issues
- GLP budget
- Means and frequency of communication within PEO
- GLC structure and operation
- Direction and support from GLC and HQ
- Consistent messages to MPPs
- Training and conferences
- Activities and events
- Chapter GLP organization and support
- Co-operation with OSPE.

Many of the suggestions have been captured in the recommendations made in this report. Other suggestions are quite specific and could be incorporated in the implementation of the more general recommendations.

**Implementation of Recommendations:**

The audit findings and recommendations are the result of extensive input from Council, GLC, Chapter GLP Chairs, the Manager, GLP and the communications consultant. While Council would make decisions on the recommendations and should approve an implementation plan, GLC and Chapter GLP Chairs should provide feedback before final decisions are taken.

As the oversight body for the program, the GLC should coordinate preparation of an implementation plan and advise Council on priorities for implementation. This planning should include input from Chapter GLP Chairs.

Some of the recommendations will require more direct attention by Council, while others could be delegated to the GLC. For example, the recommendations dealing with "Achieving GLP Objectives" and "Reporting" require Council attention; those related to "Training" and the "GLP Weekly Newsletter" could be delegated to the GLC.

Some recommendations will have budget implications and these need to be assessed and the necessary funds approved with the implementation plan.

Sequencing and timing will need to be coordinated and this could be done by the GLC with support from PEO staff as part of the implementation plan.

To maintain momentum and help ensure timely implementation, some temporary support or consulting resource should be retained to develop details of an implementation plan and to provide advice on the details of some recommendations.

**Recommendations:**

32. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
33. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

**Conclusion:**

This study demonstrates that implementation of the Government Liaison Program over the past 10 years has had a very positive effect on Ontario MPPs and raised their awareness of PEO. Good relationships have been established with a number of MPPs. However, PEO's regulatory mandate is not well understood. The study has also identified many opportunities for improvement which will lead to better alignment of results expectations, a more strategic, focused approach and stronger Chapter



participation. It is hoped that the specific recommendations will help enhance the delivery and eventual results achieved by the Government Liaison Program.

**Acknowledgements:**

This review would not have been possible without the valuable input of the Councillors, members of the Government Liaison Committee, Chapter GLP Chairs, Members of Provincial Parliament and staff of OSPE who participated in the over 70 interviews. The individuals interviewed are listed in Appendix IV and I thank them for their time and insight.

Special thanks to Gerard McDonald and Scott Clark for their guidance on planning the project and feedback during execution, Jeannette Chau for sharing her experience and assisting with access to the many documents reviewed and Howard Brown, President, Brown and Cohen Communications and Public Affairs Inc., for sharing his knowledge, experience and contacts particularly in arranging interviews with MPPs.

**Appendices:**

- VII. Audit Design
- VIII. Audit Criteria
- IX. Interview Guides
- X. List of Interviewees
- XI. Additional Suggestions
- XII. Reference Documents

## Appendix I

### Government Liaison Program (GLP)

June 19, 2016

#### Audit Design:

##### Purpose:

This audit design document summarizes the research done to compile the proposed audit criteria, the recommended criteria to be tested, the approach to be used (interview, questionnaire, data analysis), any options (e.g. sample sizes), the proposed work plan to complete the project and a communications plan to set out what messages and how these will be communicated to all participants in the audit and to the appropriate stakeholders.

##### Research:

In order to identify the audit criteria, a number of relevant documents were examined. These included the Government Liaison Committee Terms of Reference, PEO Council and Executive Committee motions, minutes and agenda documents pertaining to the GLP, the GLP Chapter Manual, GLP work plan and the RFP for the GLP audit. The key questions that the audit should answer are:

- Is the Program working as intended?
- Is it achieving the desired results?

The Committee Terms of Reference and Chapter Manual are quite comprehensive and provide a number of measures to test whether the Program and particularly the Chapter implementation, is working as intended. The stated goals and expectations from the Council and Executive Committee minutes and motions indicate the intended results although these will be more difficult to measure objectively.

##### Recommended Criteria:

The suggested audit criteria are documented in the chart attached along with suggested test methods. These would include interviews, questionnaires and several other instruments. In some cases a survey may be appropriate; however, this would be beyond the scope of the current project. A combination of test methods or data collection approaches may be appropriate for certain criteria (see chart). The audit criteria will be confirmed with the PEO Project Authority before finalizing the audit instruments.

##### Interviews:

The RFP for the Audit identified for main groups for interviews – GLC members, Councillors, Chapter GLP Chairs and PEO staff – as well as the PEO's government relations consultant. Each group will bring a different perspective to the audit. In addition, it is recommended that a sample of MPPs, their staff or other stakeholders be interviewed to help assess the impact of the GLP. The audit plan provides for

about 75 – 80 interviews of about 30 minutes each. The structure would be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion. The list of interviewees with contact details will be provided by the PEO Project Authority. Sample interview guides and questions are attached (to follow).

#### Questionnaire:

Most of the factual information and statistics from the Chapters can be gathered using a questionnaire or data request. Specific items that could be gathered this way are flagged in the draft audit criteria chart attached. In some cases the information may be available from existing sources and this will need to be confirmed before finalizing the questionnaire/ data request. A sample questionnaire is attached (to follow).

#### Other Data Collection Methods:

To the extent possible, existing records (minutes of meetings, work plans, reports) will be used to supplement the interviews and questionnaire. These sources will be confirmed with the Project Authority.

#### Project Work Plan:

The details of the work plan are similar to those provided in the response to the RFP (see attached). The key target dates are:

- Complete draft audit design & work plan - June 20
- Finalize interviewee list & send email - June 23
- Start Interviews - June 27
- Complete most interviews (90%) - July 12
- Complete audit phase - July 18
- Complete analysis phase - August 22
- Circulate draft recommendations - August 23
- Complete final report - August 29

#### Communications Plan:

All introductory communication will be coordinated through the Project Authority. Messages will include the purpose of the audit, the general approach stressing the broad range of input/consultation, the confidentiality of individual interviews and how the results will be reported.

## Appendix II

### PEO Government Liaison Program

#### Audit Criteria

##### Program

##### Objectives Met?

- Government continues to recognize PEO's regulatory mandate
- No government incursions in self-regulation of the profession
- No erosion of engineering as self-regulating profession
- Raise PEO profile at Queen's Park
- Educate legislators on PEO's role, issues & its value

##### Government Liaison Committee

- Oversee integration of GLP into each Chapter
- Training Sessions

##### Chapter Committees

##### Fulfilling Responsibilities

- Coordination (critical function)
- Recruitment of members to participate
- Reporting (key function)
- Liaison
  - With Government Liaison Committee
  - With communications consultant
  - With Program Manager
- Events
  - PEO hosted Events
  - Attending Events with MPPs

## Appendix III

### Interview Guides

#### A - Interview Guide Members of Council:

Purpose: From the statement of work, these interviews are intended to confirm Council members expectations and observations concerning the GLP and GLC. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

#### Interview Structure:

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

#### Questions:

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?
- There have been no government incursions in self-regulation of the profession?
- There has been no erosion of engineering as a self-regulating profession?

Concerning the Government Liaison Committee:

- What results do you expect from the Government Liaison Committee?
- Has the Committee been successful in ensuring that the GLP has been integrated into each Chapter?
- Is training for PEO participants/representatives sufficient?
- Is the information (e.g. plans, reports) provided to Council sufficient?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP or GLC?

## **B - Interview Guide - Members of GLC:**

Purpose: From the statement of work, these interviews are intended to address the work that the GLC undertakes, the structure of the GLC and the work of the GLP. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

### **Interview Structure:**

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

### **Questions:**

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?

### **Concerning the Government Liaison Committee:**

- What results do you expect from the Government Liaison Committee?
- Has the Committee been successful in ensuring that the GLP has been integrated into each Chapter?
- Is the recruitment of members to participate in the program effective?
- Is training for PEO participants/ representatives sufficient?
- Is the information (e.g. plans, reports) provided by Chapters sufficient?
- How does the GLP Weekly newsletter contribute to the work of the Committee?
- Is there adequate liaison with GLP Chairs?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP or GLC?

### **C - Interview Guide – GLP Chairs:**

Purpose: From the statement of work, these interviews are intended to address the work that the GLP Chairs undertake, the structure of the GLP within the Chapter and the local work of the GLP. The interviews should assist in determining how the program is working, the results being achieved and any suggestions for improvement.

Interview Structure:

The structure will be a short introduction of 2-3 minutes, specific questions to be covered in about 20 minutes and 3-5 minutes for other comments or discussion.

Questions:

What results do you expect from the Government Liaison Program?

Are you aware of examples illustrating that these results are being achieved?

Based on your experience and observations, do you believe that the provincial government (MPPs, Cabinet, senior public servants) recognizes PEO's regulatory mandate?

Since the GLP was initiated (in 2005), do you believe that:

- The profile of PEO at Queen's Park has increased?
- Legislators are better educated on PEO's role, issues and value?

Concerning the Chapter Government Liaison Program:

- What are the main activities undertaken to implement the GLP for your Chapter?
- How would you describe the structure of the GLP in your Chapter?
- What results do you expect from your Government Liaison Program?
- Is the recruitment of members to participate in the program effective?
- Is training for PEO participants/ representatives sufficient?
- What management processes are in place to help ensure coordination of GLP activities?
- How does the GLP Weekly newsletter contribute to the Program?
- Is there adequate liaison with the central Government Liaison Committee, the communications consultant and the Manager GLP?

Have you participated in events organized to engage MPPs or other government officials and were these effective?

Do you have any specific suggestions that would improve the GLP, GLC or your Chapter GLP activities?

**D - Questions for MPPs:**

1. Are you familiar with the Professional Engineers Ontario (PEO) and if so, what do you understand to be their mandate?
2. Have you participated in any events organized by PEO? If so, what were the events and did they assist you in understanding the role of PEO and the value of the engineering profession in Ontario?
3. *Are you familiar with any issues or policies that PEO is promoting and if so what are these and do you support the PEO position?*
4. What do you think the PEO does well in its interactions with members of the provincial legislature?
5. *What benefits do you see in your relationship with PEO as an organization and with its members?*
6. What do you think the PEO could do better to build relations with MPPs.
7. What can PEO learn from the government relations programs of other professional regulators'?
8. Have you any other thoughts that would be beneficial to PEO in supporting your work as a provincial legislator?



## **Appendix IV**

### **List of Interviewees:**

#### **Councillors:**

George Comrie, P.Eng., CMC

Thomas Chong, P.Eng.

David W. Brown, P.Eng.

Christian Bellini, P.Eng.

Roydon A. Fraser, P.Eng.

Roger Jones, P.Eng.

Dan Preley, P.Eng.

Changiz Sadr, P.Eng.

Noubar Takessian, P.Eng.

Guy Boone, P.Eng.

Warren Turnbull, P.Eng.

Gary O. Houghton, P.Eng.

Ewald Kuczera, P.Eng.

Tim F. Kirkby, P.Eng.

Ishwar Bhatia, M.Eng, P.Eng.

Santosh K. Gupta, P.Eng.

Mary Long-Irwin, LGA

Rakesh Shreewastav, P.Eng.

Marilyn Spink, P.Eng.

#### **GLC Members:**

Darla Campbell, P.Eng

Gabe Tse, P.Eng

Michael Chan, P.Eng

Bill Allison, P.Eng

Ishwar Bhatia, P.Eng

Daniel King, EIT  
Jonathan Hack, P.Eng  
Angel Serah  
Rakesh Shreewastav, P.Eng  
Warren Turnbull, P.Eng  
Jeannette Chau, P.Eng  
Howard Brown, President, Brown and Cohen

**Chapter GLP Chairs:**

Marc Pilon  
Pankaj Panchal  
Ravinder Panesar  
Haris Ahmadzai  
Harneet Panesar  
Arjan Arenja  
Gabe Tse  
Hafiz Bashir  
Steve Favell  
Raymonf Chokelal  
Amalia Rey-McIntyre  
Tomiwa Olukiyesi  
Andrew Van Dyk  
John Severino  
Jeffrey Lee  
Sawsan Abdul-Majid  
Dan Demers  
Tony Linton  
Narayana Asogan  
Ray Linseman  
Manoj Shukla  
Fred Saghezchi  
Asif Khan  
Daniel Liao

**MPPs:**

Minister Brad Duguid, MPP (Scarborough Centre)

Minister Eleanor McMahon, MPP (Burlington)

Minister David Zimmer, MPP (Willowdale)

Yvan Baker, MPP (Etobicoke Centre)

Steve Clark, MPP (Leeds-Grenville)

Vic Fedeli, MPP (Nipissing)

Catherine Fife, MPP (Kitchener-Waterloo)

Sylvia Jones, MPP (Dufferin-Caledon)

Peter Milczyn, MPP (Etobicoke-Lakeshore)

Julia Munro, MPP (York-Simcoe)

Soo Wong, MPP (Scarborough-Agincourt)

**OSPE Staff**

Catrina Kronfli

Lee Weissling

## Appendix V

### Additional Suggestions:

During the interviews with Councillors, GLC members, Chapter GLP Chairs, MPPs and OSPE representatives, most offered some specific suggestions for improving the GLP or the relationships that the GLP is seeking to establish. These suggestions are listed below with a brief summary at the end for each group of interviewees. Many of the suggestions have been captured in the recommendations made in this report. Other suggestions are quite specific and could be incorporated in the implementation of the more general recommendations.

### Council:

- Need to improve influence of program; develop strong on-going relationships
- Chapter budgets too low compared to other programs; should we lobby government more?
- After election engage new people on issues important to PEO with consistent message and regular follow up. GLC flow of info between Council & Committee. Important to have Committee updates Some Councillors don't fully understand. May need more time on Council agenda. GLC high priority & doing a good job.
- Process is important, but need preparation & accountability. Challenge members to meet MPPs at functions. Give them "sound bites" to use. Tell people what not to do. Avoid different messages (coordinate). Interview MPPs. Talk to OSPE CEO – does excellent work on consultation & white papers.
- More communication/ reporting on what is happening. Need to have clear "ask" when attending fund raisers (not much value). Review budget (\$) distribution by # of seats. Engineers just want good government and want government to listen to people who know. (eg. Green Energy – government ignored engineers).
- Focus on Prov., why not other levels (MPs, Municipal, quasi government agencies). Not comfortable with political involvement – PEO should not fund campaigns to get MPPs elected. J. Chau very busy, needs GLP focus.
- Potential for info on web site. Need more lead time, organized info on issues to cover. Be proactive on issues. Look at other organizations. Blog to share info with other professional organizations. Quarterly continuous feedback (survey). Key questions to survey regularly.
- Spend \$ on educating the public. Combine GLP with OSPE. New consultant (same old approach). Diversify audience (public, opposition as well as ruling party).
- World changing so need to monitor and adapt priorities. Feature engineering successes (newsletter). Empower all engineers to showcase what they do.
- Work with all levels of government & our partners (Eng. Canada). Stronger together GLC/ PAN (QPD). Joint meetings with MPPs – OSPE/PEO.

- Convenient communication (eg. video conference); volunteers have less time. Same (Council endorsed) messages from all Chapters to MPPs. Grass roots support has best probability for success (more weight from local constituents one on one).
- GLC needs to develop 1 message, get Council's blessing, transmit to Chapters & get all Chapters to use same message.
- Consistent, easily accessible, strong messaging with long term impact (eg. tagline). At Chapters still looking for messages. Use stats to assess impact of Bills.
- Strategize on important issues. Mobilize all Chapters on important issues (rallies, demonstrations). Contact constituency offices. Support PEO members to get elected. See GLP as a shared responsibility.
- Keep at it. Look for opportunities. Keep MPPs engaged. Need consistent message over time.
- Engage Chapters more – help them be consistent in messaging, but don't micro-manage. Brown very effective, worth \$. Economic Political Action Committee (V Fedeli) good model.

#### Findings:

Budget for GLP – review amount (may be too low) and distribution by “seat”. Adjust for changes in provincial rules for fund raising activity. Budget funds for educating the public.

GLC Communication with Council – important to have updates for Council; more time on Council agenda.

Consistent Messages to MPPs – Need clear consistent message over time, avoid different messages. Should consider developing a “tagline” and “sound bites” for Chapters to use. GLC needs to develop 1 message, get Council's blessing, transmit to Chapters & get all Chapters to use the same message when communicating with MPPs. Engage Chapters more to help them be consistent in messaging.

Use convenient means of communication – video conferencing, information on the web site, blogs – since volunteers have little time.

Management of Issues – Strategize on important issues. Mobilize all Chapters on important issues. Be proactive on issues and provide more lead time and organized information on issues.

Broaden Scope – Include other levels of government (MPs, municipal, quasi-government agencies) and the public. Work with all levels of government and our partners (Engineers Canada, OSPE/ PAN). Support PEO members to get elected.

#### GLC:

- Get outside people on Committee (affiliated but not active in other committees); new ideas. GLC quite effective, sees value. H. Brown very good resource.
- “Government Liaison” term misleading. Could be interpreted as excluding opposition parties. May leave wrong first impression. GLP evolving (continuous improvement). Need more traction in Council.

- Have work plan, follow plan; discuss at every GLC meeting. Chapters invite MPPs to events, attend MPPs events. Understand issues important to MPPs. Be friends with MPPs.
- Recruit allies. More formal mechanism for feedback from Chapters (photo ops not enough). More unified voice (with OSPE) when speaking with government.
- All members of GLC need to attend (no quorum can't vote).
- Need to focus on core (3-5) issues & PEO position. How to communicate these. Provide updates on key issues. Consider Balanced Scorecard approach; measure where MPPs are on scale.
- Should match a PEO person from their riding to each MPP and choose by interview. GLC more advisory than decision making. Good diversity.
- Higher visibility on Council for GLP. Integrate the Registrar in GLP. Celebrate engineering successes. Get engineers elected (none in caucus now). Have publications sent to MPPs – Engineering Dimensions (100k circulation). Go to MPP fund raisers.

#### Findings:

GLC Structure & Operation – Get outside people on Committee to generate new ideas. Have a work plan and follow it. All members of GLC need to attend (need quorum). Focus on core issues (3-5) and PEO position, provide updates on key issues. Should clarify advisory vs. decision making role. Consider balanced scorecard approach and measure where MPPs are on a scale. Have a formal mechanism for feedback from Chapters. Need more traction in Council.

GLP – “Government Liaison” terminology may be misleading and could be interpreted as excluding opposition parties. Should understand issues important to MPPs. Should match a PEO person to each MPP. Go to MPP fund raisers. Send publications to MPPs. Recruit allies and have a more unified voice, with OSPE, when speaking with government. Get engineers elected. Celebrate engineering successes.

#### Chapter GLP Chairs:

- More structured stats MPPs in region. Need sufficient notice for invitations.
- Attract more volunteers. Some Chapters slow – need to work on this. Get all Chapters on same page.
- Only once a year meeting; need more sessions (workshops). Not enough time to address Chapter/ regional/ issues (eg. how to handle first meetings with MPPs).
- Direction setting, focus, priorities, purpose. Building relationships to what end? (Depends on person & background).
- Add email from GLC on activities. GLC/ Manager follow up, motivate, remind. Engage from top. Help with take MPP to work. Clear role – advocacy vs regulatory.
- No, still new. Chapter low key (3 events keep us busy). Engineering Challenge Day very popular; 100 students.

- Make sure all info disseminated (eg. manual). Need more substance/ research (Ind. Exception). Address safety in other disciplines (not just civil). Don't know what GLC doing (research?) Use Google docs spreadsheets to seek views.
- Relationship building key. Seek to understand MPP needs.
- Education – eg. Engineering Month. Higher priority top down from HQ – no feedback/ push for 3 years when nothing done.
- Follow OSPE approach. Promote profession to media (# of voters). Be more vocal (advertise).
- Need direction, overall objective; preparation info. Coordination – regular meetings (4tly conference calls).
- More clarity on direction. Tips on best activities to get most value from engagement. Carefully target letters to all MPPs. Need to reinvent GLP & Newsletter (more impact, interviews, more depth, educate PEO on government).
- Need to depend on individual PEO members to be effective.
- Not yet. Attended PEO conferences, but program hard to apply to Chapter.
- Strong position papers (Engg overall not just PEO). Need unbiased, balanced position papers Clear OSPE/ PEO relationship and impact/ strategy. More Chapter interaction; share MPP meetings. MPPs want info.
- More opportunity for participation in MPP fund raisers. (Sending HQ or Chapter. Would like at least one from Chapter. \$ now a constraint.) Have 5 ridings, with 4 of 5 participating.
- More training, more connection, more help for those seeking office. Keep expectations clear & reasonable.
- If PEO planning to communicate with government or have an event, should invite GLP Chairs (5-10). All GLP Chairs should meet with Council before deciding on my report recommendations. Need follow up & action on report, figure out what to do in future including budget.
- Coordinate training earlier after election (May rather than April). Need process for hand over from out-going Chair including intro to MPP. Should be 2 or 3 year term.
- Time is issue for volunteers. Guidance, standards for Chapters (eg. substance of Questionnaire).
- Clear message to go to MPPs (4tly or annually). Packages to hand out (eg. to new MPPs) – one standard; one with current message/ issues. Showcase best events/ practices. Joint Chapter/ regional events when feasible.
- Reach out to municipalities (Mayors/ Reeves). Invite to Academy. More funding for activity at local level. PEO directory for public. Keep GLP & expand.

#### **Questionnaire:**

- GLP management tools, templates, guidelines, recommended practices. GLP academy training for more than one person on the chapter committee. With regard to the Industrial Exception issue, research to show statistics demonstrating how much an issue industrial accidents are without the oversight of a P.Eng. Without the stats, the case for the Industrial Exception is weak.
- We need training and a plan similar to what our OSPE Counterparts have. It may be useful to request attendance of PAN members to develop a template.

- To provide a quarterly update in a clear and consolidated fashion on what messages the PEO or HQ would like to present to politicians. Currently, it is bit and pieces, are embedded in GLP Weekly, Dimension Magazine, update from other EB members, etc. A resource place that showcases other GLP successful activities, such as, Grand River Chapter's and York Chapter's works. When feasible/beneficial or making sense, to encourage joint Chapter GLP activities, so that the activities can be enriched and be more diverse, not to mention strengthening connections.

#### Findings:

Direction & Support from GLC/ HQ – Need clear direction, overall objective, priorities top down from HQ. Need clear, reasonable expectations. Get all Chapters on same page. Guidance, management tools, templates, recommended practices, standards for Chapters. Clear message to go to MPPs (updated regularly). Carefully target letters to all MPPs. Provide packages to hand out (e.g. to new MPPs) – one standard; one with current message/ issues. Need to reinvent Newsletter – more impact, interviews, more depth, educate PEO on government. Provide more structured stats for MPPs in region; need more substance, research. GLC/ Manager should follow up, motivate, remind; provide help with take MPP to work events. Make sure all information is disseminated (e.g. manual). Use “googledocs” spreadsheets to seek views. Should have a PEO directory for the public.

Training/ conferences – Need more sessions (work shops) to allow more time to address Chapter/ regional issues. Tips on best activities for MPP engagement. More training, more connection, more help for those seeking office. Coordinate training earlier after Chapter elections. Training for more than one person on Chapter committee. Learn from OSPE approach and involve PAN members.

Activities/ events – More opportunity for participation in MPP fund raisers; at least one from Chapter to attend. More funding for activity at the local level. Joint Chapter / regional events where feasible. If PEO planning to communicate with the government or have an event, should invite GLP Chairs. Send email from GLC on upcoming activities. Need sufficient notice for invitations to meetings. Reach out to municipalities. A resource (web site?) that would showcase best events/ practices.

Chapter Organization/ Support – Need to attract more volunteers. Need to depend on individual PEO members to be effective. Need more Chapter interaction, share MPP meetings. Need a process for hand over from out-going Chair, including introduction to MPP. Should have 2 or 3 year term for Chair.

Co-operation with OSPE – Need clear OSPE/ PEO relationship with coordinated strategy and impact. Need strong, unbiased, balanced position papers. Should follow (support) OSPE approach, promote the profession to the media, be more vocal, advertise.

General – Relationship building is key; seek to understand MPPs' needs. All GLP Chairs should meet with Council before deciding on GLP Audit report recommendations. Need follow up and action on this report; need to figure out what to do in the future including budget.



## **MPPs:**

- Values the opportunity to appear at education forums. Good balance in participation (with McDonnell, MacLaren). Appreciates take MPP to work event & annual meeting with GLP chair.
- Engineers' role not well understood. Engineering component to all legislation. Should apply engineering lens to all legislation (would strengthen). Would like to hear more on Climate Change, GHG & related targets (facts). OSPE package -55 pages too long. On Industrial exception, PEO should look at why it is not happening; what are barriers.
- Ring of Fire input/ position as a profession. Paper on infrastructure from proper engineering perspective. Recruiting – doing good job attracting females, but need more mining engineers in north. Tours of northern mines (eg. Tembec \$310M investment). Enjoy business & social functions.
- Identify trade-offs & other considerations in legislation. (Balanced briefing notes from engineering perspective.) Help MPPs know what is important.
- Generally positive. Should promote role in building things, public safety. Offer public tours, participate in events like 'Toronto Doors Open'.
- Come with positive solutions, not just problems; offer help.
- Priority to increase pipeline of young engineers. Advise us on how to encourage young people to pursue engineering careers. Helps to have H Brown advocating for engineers.
- Work with Dept. of Education, kids at risk, start early. Mentoring diverse communities, support for females; have a proactive position on "gender parity". Lead by example.
- Don't contact MPPs just for problems, have an on-going contact/ relationship.
- Help to build connection with local Chapter. Get to know engineers in riding.

## **Findings:**

Almost all of the MPPs interviewed offered suggestions in response to this question, sometimes repeating or reinforcing earlier comments. Providing position papers, advice and solutions to help resolve important issues were often mentioned along with comments on the types of events they enjoy such as tours and take your MPP to work or participation in educational events.

## **OSPE:**

Based on two interviews, several suggestions were made:

- Invite OSPE to more meetings. Share packages used for preparation of volunteers. Learn more about each other – develop knowledge & understanding. GLP participants should be aware of OSPE.
- Better communication/ information sharing most important. Arrange for OSPE staff to attend GLP meetings or training and to meet with GLP staff and Chairs.
- Use volunteer feedback form for meetings to cover follow up (eg. with another dept.) and to comment on process. Before meetings volunteers are trained/ briefed on phone including expected results.

- Still need to clarify PEO/ OSPE roles, although better knowledge by MPPs now. Always request meeting summaries (asks, outcomes) which could be compiled on a members only web site.
- Involve OSPE more in GLP activities/ meetings. Have more joint activities/ meetings. Strengthen communication. Need clearer understanding by PEO Chapters of OSPE role and advocacy issues.
- Would like to see GLP and PEO Chapters becoming OSPE members and would like to see this emphasized by Chapter Chairs.

**Findings:**

OSPE contacts wanted better communication, information sharing, joint participation in activities and mutual understanding with PEO. OSPE approach for meetings with MPPs (preparation and documentation/ reporting) may be useful for PEO. There may be an opportunity for joint PEO/ OSPE memberships.

**Appendix VI**

**Reference Documents:**

PEO Council Minutes/ Motions

PEO Executive Committee Minutes/ Motions

GLC Terms of Reference

GLC Work Plan

GLP Budgets/ Actual Expenditures (2013 – 2015)

2015 GLP Chapter Manual

GLP Weekly Newsletters

GLP Information Notes

RFP for GLP Audit May 13, 2016

GLP Section of Annual Report (2013 – 2015)

Extract from 2015 Questions and Answers on PEO Operations

GLP Report 2005-2016 by Brown and Cohen

PEO Policy Documents

Job Description – Manager GLP



# Memorandum

C-513-2.4  
Appendix F

**To:** Darla Campbell, P. Eng., Chair, Government Liaison Committee

**cc:** Johnny Zuccon, P. Eng., Deputy Registrar, Tribunals and Regulatory Affairs  
Jeannette Chau, P. Eng., Manager, Government Liaison Program

**From:** Christian Bellini, P. Eng., Chair, Legislation Committee

**Date:** June 1, 2017

**Subject:** GLP Audit Implementation Plan Recommendations - LEC Comments

Thank you for sharing the draft GLP Audit Recommendation document at our May 15, 2017 meeting, and for providing some insights on your desire to provide Council with a GLP Audit Implementation Plan.

The mandate of the Legislation Committee, as a Board Committee of Council, is to provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. Under PEO's Regulatory Policy Protocol, the Legislation Committee is responsible for reviewing the regulatory authority of proposals to amend the *Professional Engineers Act* or its Regulations or By-Laws. In keeping with this mandate, we are providing comments on Recommendation #3, which pertains to proposed legislation or changes to legislation, as follows:

- "3. GLC should continue to **monitor all proposed legislation or changes to legislation** in order to detect any potential incursions on the self-regulating role of PEO."

To support PEO's Regulatory Conflict Protocol, the Legislation Committee reviews all external statutes and regulations to determine if they conflict with the *Professional Engineers Act*. Staff support to the Legislation Committee regularly monitor several sources of notices regarding pending changes to Ontario statutes and regulations, which include the Environmental Bill of Rights (EBR) and Regulatory Registry notices, and Legislative Assembly Orders of the Day (for new bills), as well as government news releases and press coverage. The Legislation Committee compares these announcements with its Regulatory Conflict Log to identify opportunities for

resolution and follow-up actions. Depending on the type and level of conflict, PEO staff work with the relevant Ministry at the staff level to resolve the regulatory conflict.

As discussed at our meeting, the Legislation Committee feels that the most effective approach to this work will be to ensure that the roles of the two committees are complementary - avoiding overlap or duplication. To this end, the Legislation Committee comments that the Government Liaison Committee may wish to focus its resources to monitor broader government initiatives and opportunities (such as the Budget, Program announcements, Ministers' Mandate Letters, or "Red Tape" initiatives).

In addition, since the Legislation Committee's role would not extend to include any broad political action (such as lobbying MPPs or the government at the political level), the Government Liaison Committee may wish to develop and establish a protocol for such undertakings.

Regards,

Christian Bellini, P. Eng.  
Chair, Legislation Committee

## Peer Review Comments

### Presentation at the Eastern Regional Congress, Pembroke, May 27, 2017

Darla Campbell (Chair, GLC) gave a presentation with highlights from the report “Enhancing PEO’s Government Liaison Program (GLP)” to the Chairs and Vice Chairs (and other chapter reps) in attendance at the Pembroke Eastern Regional Congress (ERC) on May 27, 2017. Participants were invited to write down their comments and submit as part of a peer review.

At the end of the presentation, the participants gave a “thumbs up” review of the presentation and the recommendations in the report.

One item that was raised in the meeting was a need for chapters to understand the Take Your MPP to Work Day initiative so they can properly include in their business plan.

*Suggestion from ERC: ADD to the Implementation Plan: Develop a bulletin for chapters to describe how to deliver a successful Take Your MPP to Work Day event.*

As for a new selection process for GLP Reps, there were two chapters who strongly supported an approach where HQ lead the selection process, as that would remove a tricky situation at the chapter level.

## Written Comments

- 1a. need a consistent message - knowledge of the engineering "position"
- 1b. need to have identifier clothing/symbol for the MPP and audience to know who is speaking
- 1c. no 'nut jobs' who just want glory and to talk with MPPs and make us look stupid.
- 1d. training for engineers in media, how to be interviewed and speak to public by a 'pro' broadcaster
2. Hard to get face time at events to talk about issues. Need a list of issues available online or in private to present a unified message from all chapters.
- 3a. Should OSPE and/or PEO investigate becoming a registered lobbyist in Ontario? Will the lobbyist status be a conflict of interest if PEO reports to the Ontario Attorney General?
- 3b. Regarding the Industrial Exception, did the PEO President engage with the Attorney General regarding the Ontario Occupational Health and Safety Act (Construction Regulation and Industrial Regulation) which P.Eng.'s are already legally required to perform various requirements meant to insure workplace safety?

Guy Boone (Senior Regional Councillor) asked if a copy of the report could be shared with the ERC for a more thorough peer review. Version 3.1 of the report was sent to Councillor Boone for distribution.

**Peer Review Comments: Presentation at the West Central Regional Congress, Toronto, June 14, 2017**

Darla Campbell (Chair, GLC) gave a presentation with highlights from the report “Enhancing PEO’s Government Liaison Program (GLP)” to the Chairs and Vice Chairs (and other chapter reps) in attendance at the West Central Regional Congress (WCRC) on June 14, 2017. Participants were invited to write down their comments and submit as part of a peer review.

**Written Comments**

1a. Like 1 rep for each MPP. Our chapter tends to invite the same MPP to our events (and never invites the other MPPs assigned to our chapter).

1b. Like selection process – currently reps are not vetted, no skills required – Are specific skills required for the GLP chair as well?

1c. Would like evaluation of the GLP consultant effectiveness.

2. A great deal of support and infrastructure is required for chapters to implement the plan.

3a. *Awareness*: Engage MPP office staff frequently and foster deeper relationships (opportunities will present themselves to reinforce our key message).

3b. *Government is Listening*: Certified GLP Rep alignment to MPP is excellent.

3c. Must continue to remind MPPs about the numbers of members in the chapter as an association.

3d. Continue to find ways to reduce the fear associated with the Industrial Exception. Brainstorm concerns for government and industry to creatively highlight value for voters and society at large (i.e. advertisements and other advocacy mediums).

4. Are there enough regulatory issues for 1 GLP rep for each MPP?

5a. Great presentation. Great ideas.

5b. Little attention to the appropriate issues for message to MPPs.

5c. No discussion on how GLP would work with OSPE in joint program.

6a. GLP:MPP with a 1:1 ration with appropriate training is an excellent objective.

6b. Newsletter (for GLP Reps) with clear messaging will be helpful tool.

7a. Some of the chapter events are used to build relationships with MPPs; however, GLP/PEO issues should be discussed formally, i.e. at the constituency office that is properly planned and set-up.

7b. It is important to get subject matter expert in each of the areas before meeting with MPPs. This will ensure proper thoughts are put in place to develop questions than just meeting with government officials.

## 2018 BUDGET ASSUMPTIONS

**Purpose:** To approve the assumptions for preparation of the 2018 operating and capital budgets.

**Motions to consider:** (requires a simple majority of votes cast to carry)

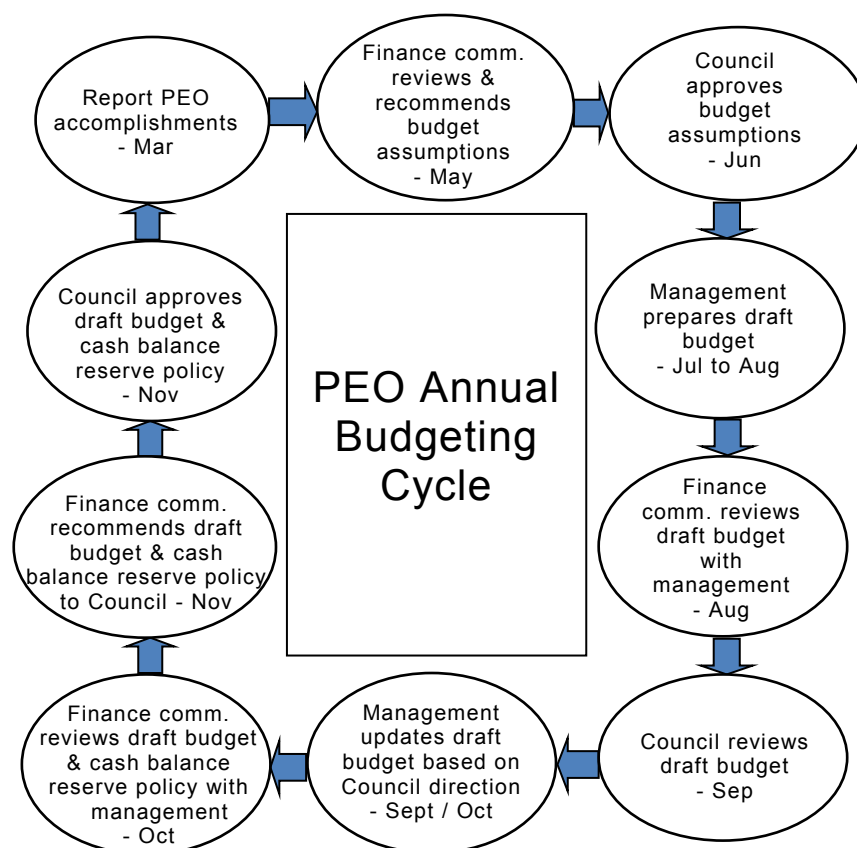
1. That the 2018 Budget Assumptions, as presented to the meeting at C-513-2.5, Appendix A and as recommended by the Finance Committee, be approved.
2. That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2018 operating budget and capital budget at the September 2017 Council meeting based on the approved assumptions.

**Prepared by:** Chetan Mehta, Director - Finance

**Motion Sponsor:** Michael Wesa, P. Eng. – Chair, Finance Committee

### 1. Need for PEO Action

As per Council approved business planning cycle, Council is required to approve the budget assumptions for the next financial year in June. A combination of inputs from concerned domain experts, Council directives, and a trend analysis of historical data are used for the generation of the budget assumptions. A schematic of PEO's budgeting cycle is shown in Figure below.



## **2. Proposed Action / Recommendation**

The Finance Committee met on May 30, 2017 and recommended that the budget assumptions, as set out in the attached Appendix A, be approved by Council.

## **3. Next Steps (if motions approved)**

PEO Finance will facilitate the planning and budgeting activities and provide necessary support to the departments and committees in order to accomplish the following:

1. Using the approved 2018 budget assumptions, staff will create the 2018 operating and capital budgets to reflect the funding needs of various essential purposes and committees, using PEO's Activity-based budgeting.
2. The first draft 2018 budget will be presented to the Finance Committee in late August (or early September) 2017 for its input and recommendations.
3. The draft 2018 budget will be provided to Council for information / feedback at its September 2017 meeting.
4. Directions and changes recommended by Council in the September 2017 meeting will be incorporated into the draft 2018 budget.
5. After a second-round Finance Committee review, the final draft of the 2018 Operating and Capital Budgets will be presented to Council in November 2017 for approval to provide funding for PEO's 2018 operations.

## **4. Appendices**

- Appendix A – 2018 Operating and Capital Budgets Assumptions





**Professional Engineers  
Ontario**

C-513-2.5  
Appendix A

**Professional Engineers Ontario  
2018 Operating and Capital Budget  
Assumptions**

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2018 operating and capital budgets.

### **A. General Assumptions**

- The 2018 operating budget is expected to be a balanced budget.
- In line with previous years, Council-directed projects will be funded from the discretionary fund in net assets.

### **B. Capital Assumptions**

PEO's capital expenditures in 2018 are expected mainly to be for:

#### IT projects

- \$500,000 for mitigating IT risks and replacing/upgrading outdated systems and providing more functionality
- Implementation of an online licensing system to enable applicants and PEO to process and transact with digital documents (estimates expected to be available soon).
- Implementation of a document management system to support the online licensing system, renewals, regulatory compliance, and other regulatory systems (estimates expected to be available soon).

#### Building improvements – recoverable

- Repairs/upgrades to common areas of the building costing approximately \$ 733,876 as recommended by Brookfield Global Integrated Solutions (BGIS) in the Asset Funding Needs Report updated in 2017 includes the following repairs in excess of \$100,000:
  - Diesel Generator \$563,175 - recoverable over 20 years

#### Facilities

- Furniture/filing cabinet additions and/or replacements - \$20,000
- Security features for first floor reception area - \$70,000

### **C. Revenue Assumptions**

Based on member statistics and trend analysis, the estimated budget assumptions for the 2018 budget are:

1. **Membership levels, fees and dues** (no change from 2017)
  - All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited licence fees and provisional licence fees, are expected to remain unchanged for the ninth consecutive year and continue to be the lowest in Canada.
  - The Financial Credit program will continue; i.e. qualified applicants will be given a waiver of the P.Eng. application fee and first-year EIT fees. This will have an impact on the EIT annual fee and P.Eng. application fee revenues.
  - Net growth rate for full-fee P.Eng. members of 1 per cent to 1.5 per cent.
  - Net growth rate for retirees and partial fee members of 3 per cent to 4 per cent.
  - Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2018 budget.

## **2. Investment income**

Investment income in 2018 is expected to be in the range of 5 per cent to 6 per cent vs 2 per cent to 3 per cent in 2017 and may be revised based on additional inputs from the investment manager. The return for the year ended December 31, 2016 was 2.6 per cent.

## **3. Advertising income**

Advertising revenue in 2018 is expected to be in the range of \$400,000-\$425,000 vs \$375,000-\$400,00 in 2017. Revenue for the first three issues in 2017 is expected to be around \$200,000. Revenue for the year ended December 31, 2016 was \$437,187.

## **4. Rental income from 40 Sheppard**

The fourth floor, which was fully renovated in December 2014 is currently vacant. We are in negotiations to lease the entire floor to one tenant. If negotiations are not successful, we anticipate that the space will be leased by the 4<sup>th</sup> quarter of 2018. Inducements would be six months free rent and a \$40 psf allowance for leasehold improvements. The eighth floor was fully renovated in July 2015. Approximately 5,000 sf of this space has been leased and the remaining 2,500 sf is anticipated to be leased by the second quarter of 2018. Inducements would include three months free rent and a \$40 psf allowance for leasehold improvements.

We are currently in negotiations for a tenant to occupy 2,400 sf on the second floor. The remainder of the vacant space is expected to be leased by the first quarter of 2018. Inducements would include three months free rent and \$20 psf allowance for leasehold improvements. We will have updated information in a few months and will revise assumptions accordingly and advise.

Recovery income should remain in line with total recoverable expenses and slippage should occur only to the extent of any vacancies.

## **D. Expense Assumptions**

### **1. Salaries**

Salaries in 2018 are budgeted to increase by 3 per cent supported by salary market research data. This increase is identical to that for 2017 and is comprised of:

- 2 per cent for a Consumer Price Index (CPI) adjustment; and
- 1 per cent for a merit/equalization pool.

### **2. Benefits**

Benefits include health, vision and dental benefits. For the budget, a premium increase of 2.5 per cent (same as in 2017) has been assumed based on the information received from the benefits provider.

### **3. PEO pension plan**

The pension plan contribution for 2018 will be based on the three-year mandatory funding valuation conducted by PEO's actuary, Conduent Consultants. Based on the inputs provided by Conduent, employer costs are projected to be 19.1 per cent of gross salary in comparison to 18.6 per cent for 2017.

### **4. Statutory deductions**

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2018, it is anticipated that CPP remains at 4.95 per cent (no change from 2017), EHT remains at 1.95 per cent (no change from 2017) and EI is expected to be

2.5 per cent (2.45 percent in 2017). Both EHT and CPP rates have been at the same level for more than ten years, although maximum contributory earnings have increased for CPP.

5. **Other assumptions** (no change from 2017)

- The non-labour/programs spending increase is assumed to be at the forecast inflation of 2 per cent and all programs will be subject to evaluation.
- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on a review of chapter business plans for 2018, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.
- It is expected that complaint, discipline, and enforcement file volumes will remain consistent with previous years.

6. **40 Sheppard** (no change from 2017)

These expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by less than 3 per cent. Other non-recoverable expenses, comprising of mostly broker and legal fees, will increase in 2018 as leases are renewed. The financing costs are at a fixed rate of 4.95 per cent.

## 2017 ELECTION MATTERS

**Purpose:** To approve the recommendations of the 2017 Central Election and Search Committee (CESC) and to approve various other matters related to the conduct of the 2018 Council Elections.

**Motion(s) to consider: (requires a simple majority of votes cast to carry)**

**That Council, with respect to the 2018 Council election:**

- a) approve the recommendations contained in the 2017 Central Election and Search Committee Issues Report as presented to the meeting at C-513-2.6, Appendix A;
- b) approve the 2018 Voting Procedures, as presented to the meeting at C-513-2.6, Appendix B;
- c) approve the 2018 Election Publicity Procedures, as presented to the meeting at C-513-2.6, Appendix C;
- d) approve the 2018 Nomination Petition Form as presented to the meeting at C-513- 2.6, Appendix D;
- e) approve the 2018 Nomination Acceptance Forms for President-Elect, Vice-President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-513-2.6, Appendix E,
- f) appoint the Regional Election and Search Committees (RESC) for each Region,
- g) appoint the Junior Regional Councillor in each Region (Dan Preley, P.Eng., Ishwar Bhatia, P.Eng., Thomas Chong, P.Eng., Lola Hidalgo, P.Eng., Warren Turnbull, P.Eng.) as Chair of the RESC for their Region.

**Prepared by:** Ralph Martin – Manager, Secretariat

**Moved by :** George Comrie, P. Eng., Past President

### 1. Need for PEO Action

Members of Council are to be elected annually in accordance with sections 2 through 26 of Regulation 941 under the *Professional Engineers Act*.

In accordance with the Protocol for Annual Review of Election Procedures, the Central Election and Search Committee (CESC) undertook a review of the procedures for the conduct of the 2016 Council Elections. PEO convention requires that Council approve voting procedures and election publicity procedures, which form part of the voting procedures, for its annual elections. All recommendations approved by the CESC have been incorporated into the Voting and Election Procedures and the 2017 Council Elections Guide, as the case may be, and will be amended, if required, as per Council's decisions at the meeting.

The CESC Issues report deals with a number of issues including:

- That PEO should provide candidates with a more structured template for their biography and platform material;
- That staff be directed to research options for electronic signatures on nomination forms;
- That Communications staff work with the Official Elections Agent to combine the candidate eblasts with the weekly election reminder;
- That PEO provide financial and organizational support to Chapters so they can hold one All Candidate meeting per region;

- Candidates are required to provide an email address to be used and made public for election purposes only;
- That links to a candidate's own email address and to the candidate's Facebook, Twitter and LinkedIn accounts be included in their publicity material;
- That staff develop a RFP for a three-year contract for a service provider for a voicemail delivery of a message notifying members that their election package has been sent.

S. 13(1) and 13(2) of Regulation 941 requires Council to appoint a Regional Election and Search Committee (RESC) for each Region composed of the Chair of each Chapter in the Region and appoint the Junior Regional Councillor in each Region as the Chair of the RESC for that Region.

## **2. Proposed Action / Recommendation**

That Council approve the motions noted above.

## **3. Next Steps (if motion approved)**

The approved 2018 Voting Procedures and 2018 Election Publicity Procedures would be published on PEO's website and in the July/August issue of *Engineering Dimensions*. The 2018 Council Elections Guide will be updated reflecting the Council approved changes to the Voting and Publicity procedures.

## **4. Peer Review**

Comments were collected from stakeholders such as the Regional Election and Search Committee (RESC) Chairs, Returning Officers, the Official Elections Agent, the Registrar, the Chief Elections Officer, senior PEO staff and others during the Council election and are reflected in the Issues Report.

## **5. Appendices**

- Appendix A – Central Election and Search Committee Issues Report
- Appendix B – Draft 2018 Voting Procedures
- Appendix C – Draft 2018 Election Publicity Procedures
- Appendix D – Nomination Petition Form
- Appendix E – i) – Nomination Acceptance Form – President-Elect  
                           ii) – Nomination Acceptance Form – Vice-President  
                           iii) – Nomination Acceptance Form - Councillor-at-Large  
                           iv) – Nomination Acceptance Form – Regional Councillor

Central Election and Search Committee Issues Report  
for the 2017 Council Elections

**C-513-2.6**  
**Appendix A**

No.	Issue	Related Background	Recommendations
1	Should Candidates be required to submit current pictures of themselves?	The 2011 Election Publicity Procedures required that only photographs taken within the last five years will be accepted. However, that requirement was removed in 2012 as the CESC concluded that candidates should have complete control over their material. Both the CESC and Council approved the change to complete control of the material by candidates and directed the removal of the line regarding up-to-date pictures.	<p><b>Recommendation:</b> That the Election Publicity Procedures require that only photographs taken within the last five years will be accepted. [EPP s.6]</p> <p><b>Rationale:</b> To require a current picture supports greater transparency.</p>
2	Should PEO provide candidates with a more structured template for their bio and platform material?	It was suggested by members of the CESC that a more structured template for candidate bio and platform material be developed to present candidate material in a more uniform manner.	<p><b>Recommendation:</b> Staff to develop a more structured template for candidate bio and platform material.</p> <p><b>Rationale:</b> A more structured template for candidate bio and platform material would assist voters in comparing candidates before voting.</p>
3	Should the Election Publicity Procedures be amended to provide candidates with additional time to provide PEO with their publicity materials?	An RESC Chair commented that timelines between the opening of nominations on October 24 and the December 12 deadline to submit material for publication in Engineering Dimensions was too tight.	<p><b>Recommendation:</b> Maintain status quo.</p> <p><b>Rationale:</b> The six week period for candidates to submit material is enough time. Extending the period in which candidates can submit material impacts the production of the January/February Engineering Dimensions</p>

			magazine that features candidate materials.
4	<p>Should candidates' names be listed on the website alphabetically, with surnames appearing before the first name?</p> <p>[CEO note – there was no suggestion that the names appear alphabetically without sequencing by position.]</p>	<p><b>2017 Voting Procedures</b></p> <p>2. Candidates' names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO's website.</p> <p>Names are presently listed alphabetically but with the first name appearing before the surname.</p>	<p><b>Recommendation:</b> Maintain status quo</p> <p><b>Rationale:</b> To maintain the professional appearance of the webpage.</p>
5	<p>On occasion, nomination papers are submitted before the 4:00 p.m. closing deadline but received by the Chief Elections Officer after the deadline.</p>	<p>The Voting Procedures indicate that nominations close at 4:00 pm.</p> <p>It can take time for emails to be transmitted thus, PEO may receive an email beyond 4:00 p.m. if it was transmitted close to the deadline.</p>	<p><b>Recommendation:</b> Amend the Voting Procedures to remind candidates that they should allow sufficient time for their emails to go through the system to ensure that the completed papers are, in fact, <i>received</i> by the Chief Elections Officer by 4:00 p.m. and in the event of a dispute as to when forms were sent vs. received, a candidate could provide the Chief Elections Officer with a copy of his/her email to PEO that would indicate the time the nomination forms were sent from his/her computer. [VP s/17]</p> <p><b>Rationale:</b> To provide details on a resolution to any potential disputes.</p>



6	Should electronic signatures be allowed for nomination forms?	A CESC member suggested that allowing for electronic signatures on nomination forms would make it easier for candidates to obtain the required signatures.	<p><b>Recommendation:</b> Staff to research options for electronic signatures for the nomination forms.</p> <p><b>Rationale:</b> Efforts should be made to make the completion of the nomination forms easier for candidates.</p>
7	A candidate submitted both nomination petition and acceptance forms for one position and changed his/her mind to run for another position instead. A question was asked whether the petition forms must be re-submitted on a new form for the ultimate position or whether only a new acceptance form would be required.	The Voting Procedures are silent on this issue.	<p><b>Recommendation:</b> .</p> <p>Amend the Voting Procedures to require a newly-completed nomination petition form, in addition to a new acceptance form, when a candidate changes his/her mind on the position sought. [VP s. 19]</p> <p><b>Rationale:</b> To ensure nominators are clear who they are nominating and for what position. Nominators may wish to nominate one candidate for a certain position and, strategically, nominate another for another position.</p>
8	Some candidates used what appeared to be mass mailing lists to repeatedly send campaign material to voters, several who complained about barrage election material received, despite repeated requests to the candidates to cease and desist. Requests have been made to prohibit mass mailings by	<p><b>2017 Election Publicity Procedures</b></p> <p>21. While not prohibited, candidates' use of mass mailings (either by post or electronic means) for campaign purposes, other than the email blasts sent by PEO on behalf of the candidates, will not be condoned.</p>	<p><b>Recommendation:</b> Section 21 of the Publicity Procedures be deleted</p> <p><b>Rationale:</b> PEO is unable to enforce any policy related to Candidates distributing electronic campaign</p>

	candidates, other than those authorized by PEO.		material. As a result Section 21 of the Election Publicity Procedures should be deleted.
9	Should the candidate eblasts be combined with the Monday election reminder?	<p>During the 2017 Council election period, license holders received three eblasts with material from the candidates along with a Monday election reminder from Everyone Counts that included their ID and PIN numbers.</p> <p>It was suggested in order to reduce the number of eblasts that the candidate material be included in the Monday reminder eblast.</p>	<p><b>Recommendation:</b> Communications staff to work with the Official Elections Agent to determine if candidate eblasts can be combined with the election reminders.</p> <p><b>Rationale:</b> Reducing the number of eblasts during the election period will hopefully draw more member attention to the eblasts they receive.</p>
10	Is candidate permission required to release his/her email address to chapters without his/her permission?	<p>The procedures are silent on this issue. PEO's Privacy Policy prohibits release of personal information without a members' prior written consent.</p> <p>Election-specific email addresses are frequently included in the material published in <i>Engineering Dimensions</i> and on the website.</p>	<p><b>Recommendation:</b> Candidates be required to provide an email address to be made public. The Nomination Acceptance Form will be amended to indicate that Candidates are required to provide an email address to be used and made public for election purposes only.</p> <p><b>Rationale:</b> To make it easier for voters to communicate with Candidates during the election period.</p>
11	Should Chapters be encouraged to hold All Candidate meetings?	<p>Under the current system Chapters determine whether they will hold All Candidate meetings. As a result some Chapters hold All Candidate meetings while others do not.</p> <p>PEO could encourage Chapters to hold regional All Candidate meetings to lessen the burden on individual Chapters to hold events while also providing candidates with greater opportunity to meet with members.</p>	<p><b>Recommendation:</b> PEO provide financial support to Chapters to support one regional All Candidate meeting per region. The All Candidate meetings be coordinated by the Regional Councillor Committee (RCC) and organized by the PEO Chapter office. PEO will also provide the opportunity for Candidates to participate in these meetings via Skype type application or teleconference.</p>

			<p><b>Rationale:</b> PEO support will assist Chapters in sponsoring regional meetings and provide greater opportunity for candidates to interact with members.</p>
<p><b>12</b></p>	<p>Clarify the dates of the posting period.</p> <p>A candidate wanted to change his material by including a newly-acquired designation and inquired as to the deadline to do so without having to use the one-time update.</p>	<p><b>Procedure 12 of the Publicity Procedures</b></p> <p>12. Candidates may submit updates to their material on PEO’s website once during the posting period. Any amendments to a candidate’s name/ designation are to be considered part of the one-time update permitted to their material during the posting period.</p> <p>Candidates have been permitted to make changes to their material prior to the posting period.</p> <p>The 2017 Election Publicity Procedures state that the posting period is “January 2017 to [voting closing date]”. There is no official date for when it starts. It historically began the day the publicity materials are posted on the website but that date has never been publicized.</p>	<p><b>Recommendation:</b></p> <p>Set a definite date for the commencement of the posting period, in consultation with the Communications Department, and ensure that campaign material on the website is posted that date.</p> <p>[EPP – Important Dates + Sch A]</p> <p><b>Rationale:</b></p> <p>To provide clarity to the publicity material process by letting candidates and staff know precisely the last possible date when they may make changes to their material without using the one-time update permitted under Procedure 12.</p>
<p><b>13</b></p>	<p>Are email addresses considered a URL and are active links to a candidate’s social media accounts (Facebook, Twitter, LinkedIn, etc.) permissible in candidate material?</p>	<p>The Procedures are silent on this issue.</p> <p><b>2017 Election Publicity Procedures</b></p> <p>12. “...Candidates may include links to PEO publications, but not a URL linked to a third party, in their material on PEO’s website. Links to PEO publications are not considered</p>	<p><b>Recommendation:</b></p> <p>Amend the Election Publicity Procedures to state that active links to a candidate’s email address and accounts on social media may be included in publicity material.</p> <p>[EPP s.13]</p>

		to be to a third party. For clarity, besides links to PEO publications, the only URL link that may be included in a candidate’s material on PEO’s website is a URL link to the candidate’s own website”.	<b>Rationale:</b> Email addresses are considered personal (similar to a telephone number) and, therefore, the information is not considered to be that of a third party. In addition, this will provide voters with easier access to additional candidate material.
<b>14</b>	A Chapter held a meeting and invited only the candidates for Regional Councillor in that region. Do all candidates for whom the members in the region are entitled to vote also have to be invited – i.e. all the at-large candidates as well.	The procedures are silent on this issue.	<b>Recommendation:</b> Amend the Voting Procedures to indicate that Chapters must invite all candidates for that region including at-large candidates to All Candidate meetings. This supports issue 11. [VP s.20]  <b>Rationale:</b> To ensure that voters have an opportunity to interact with all candidates for which they are eligible to vote.
<b>15</b>	One chapter held a licensing presentation ceremony and Chapter Executive year-end dinner to which two candidates were invited before the campaign period began and who were invited in capacities other than being a candidate.	<b>2017 Election Publicity Procedures</b> 20 - Candidates may attend chapter Annual General Meetings and network during the informal portion of the meeting.  The procedures are silent on meetings other than Annual General Meetings and on situations such as presented in the “issue” column to the left.	<b>Recommendation:</b> Amend the Election Publicity Procedures to explicitly permit candidates to attend chapter functions in their current official capacity, but prohibit campaigning while operating in their official capacity. [EPP s.20]  <b>Rationale:</b> To allow volunteers and PEO officials who are also candidates to carry out their Chapter or PEO responsibilities.
<b>16</b>	Some candidates had prepared answers for questions posed during an all candidates	<b>All Candidates Meeting Protocol</b> 7. Questions for the webcasts can be	<b>Recommendation:</b> Maintain status quo, but inform all candidates

	<p>webcast. One candidate was not aware that the questions were made public in advance of the webcast and felt blindsided.</p>	<p>submitted seven full business days prior to each All Candidate Meeting webcast. Elections staff will compile the submitted questions for the moderator.</p> <p>All members receive an eblast before the All Candidates meeting making them aware of the opportunity to post questions for each meeting on the PEO website. Members are reminded that they can view the questions and rank them according to preference. The questions are made public.</p> <p>The CESC prepared questions which were not made public, some of which were asked in the first and subsequent webcasts. The webcasts were posted on the website two business days following the live broadcast, making all questions asked – whether submitted by members or prepared by the CESC – publicly available.</p>	<p>that questions are posted on PEO’s website including CESC generated questions.</p> <p><b>Rationale:</b> To allow all candidates the same opportunity to address questions, prepare for the all candidate meetings and to be transparent.</p>
<p><b>17</b></p>	<p>Should a voice broadcast be sent to members for the 2018 election notifying them that the election packages have been sent out?</p>	<p>To increase voter participation in the 2016 Council election, PEO contracted with a company, First Contact to send a voice broadcast to members on Friday January 22, 2016 to notify them that their election packages had been sent that day.</p> <p>Council approved a second year of the voicemail broadcast at the September 2016 meeting.</p> <p>For the 2017 election Prime Contact was</p>	<p><b>Recommendation:</b> Staff to develop a RFP for a three-year contract for a service provider for a voicemail delivery of a message notifying members that their election package has been sent. The RFP will require the service provider to abide by all CRTC regulations related to voicemail delivery.</p> <p><b>Rationale:</b> The voicemail message makes members aware the election packages are on the way. A three-year contract will provide continuity for</p>

		awarded a contract to provide the voicemail broadcast to members on Friday January 20, 2017. The cost of the voice broadcast was \$4,320. Prime Contact indicated that 86% of licence holders were reached by the voice broadcast.	the service.
<b>18</b>	Should voting continue to be done by electronic means only. (By Internet and telephone)	<b>2017 Voting Procedures</b>  20. Voting will be by electronic means only (internet or telephone)	<b>Recommendation:</b> Maintain status quo.  <b>Rationale:</b> Voting by electronic means allows for weekly updates of vote totals by region and chapter that would not be available otherwise. This process also provides PEO with unofficial results hours after the voting is closed while paper ballots would take days to review in order to provide results.
<b>19</b>	PEO Posting for a Chief Elections Officer(CEO)	In August 2014 PEO posted a notice calling for applications for the position of CEO for a three-year period.	<b>Recommendation:</b> Post a notice calling for applications for the position of CEO.  <b>Rationale:</b> The three-year period has expired and it is appropriate at this time to RFP for the position of CEO once again.
<b>20</b>	Should PEO develop a more targeted communication strategy to increase voter participation?	Currently Communications engages licence holders in a number of ways including, articles and candidate platforms in Engineering Dimensions, postings to PEO's website, three candidate eblasts throughout the election period and posting election updates on social media.	<b>Recommendation:</b> CESC to work with Communications to develop an enhanced communications plan for the 2017-2018 Council election.  <b>Rationale:</b> An enhanced communications plan will

		While voter turnout was higher this year than last at 16.38% versus 10.17%, this is still a low participation rate.	hopefully contribute to greater voter participation.
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**2018 Voting Procedures  
 for Election to the 2018-2019 Council of the  
 Association of Professional Engineers Ontario (PEO)**

The 2018 voting and election publicity procedures were approved by the Council of PEO in June 2017. Candidates are responsible for familiarizing themselves with these procedures. Any deviation could result in a nomination being considered invalid. Candidates are urged to submit nominations and election material well in advance of published deadlines so that irregularities may be corrected before the established deadlines. Nominees' names are made available as received; all other election material is considered confidential until published by PEO.

1. The schedule for the elections to the 2018-2019 Council is as follows:

Date nominations open	October 23, 2017
Date nominations close	4:00 p.m. - December 1, 2017
Date PEO's membership roster will be closed for the purposes of members eligible to automatically receive election material <sup>1</sup>	January 12, 2018
Date a list of candidates and voting instructions will be sent to members	no later than January 19, 2018
Date voting will commence	on the date that the voting packages are sent to members, no later than January 19, 2018
Date voting closes	4:00 p.m. February 23, 2018

All times noted in these procedures are Eastern Time.

2. Candidates' names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO's website. However, the order of their names will be randomized when voters sign in to the voting site to vote.
3. A person may be nominated for only one position.
4. Nomination papers are to be submitted only by email (chiefelectionsofficer@peo.on.ca) for tracking purposes. Forms will not be accepted in any other format (e.g. – fax, personal delivery, courier, regular mail).
5. Only nomination acceptance and petition forms completed in all respects, without amendment in any way whatsoever will be accepted.

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<sup>1</sup> Members licensed after this date may call in and request that election information be mailed to them by regular mail, or, upon prior written consent by the member for use of his/her email address, via email, or via telephone



6. Signatures on nomination papers do not serve as confirmation that a member is formally endorsing a candidate.
7. Candidates will be advised when a member of the Central Election and Search Committee has declared a conflict of interest should an issue arise that requires the consideration of the Committee.
8. An independent agency has been appointed by Council to receive, control, process and report on all cast ballots. This "Official Elections Agent" will be identified to the Members with the voting material.
9. If the Official Elections Agent is notified that an elector has not received a complete election information package, the Official Elections Agent shall verify the identity of the elector and may either provide a complete duplicate election information package to the elector, which is to be marked "duplicate", by regular mail or email or provide the voter's unique control number to the voter and offer assistance via telephone. In order to receive such information via email, the elector must provide prior written consent to the use of his or her email address for this purpose.
10. Council has appointed a Central Election and Search Committee to:
  - encourage Members to seek nomination for election to the Council as president-elect, vice president or a councillor-at-large;
  - assist the Chief Elections Officer as may be required by him or her;
  - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
  - conduct an annual review of the elections process and report to the June 2017 Council meeting.
11. Council has appointed a Regional Election and Search Committee for each Region to:
  - encourage Members residing in each Region to seek nomination for election to the Council as a regional councillor.
12. Candidates for PEO Council may submit expense claims. The travel allowance to enable Candidates to travel to Chapter events during the period from the close of nominations to the close of voting will be based on the distance between chapters and the number of chapters in each region. Such travel expenses are only reimbursed in accordance with PEO's expense policy.
13. Council has appointed an independent Chief Elections Officer to oversee the election process and to ensure that the nomination, election and voting are conducted in accordance with the procedures approved by Council.
14. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).
15. On or before the close of nominations on December 1, 2017, the President will appoint three Members or Councillors who are not running in the election as Returning Officers to:
  - approve the final count of ballots;

- make any investigation and inquiry as they consider necessary or desirable for the purpose of ensuring the integrity of the counting of the vote; and
  - report the results of the vote to the Registrar not later than March 10, 2017.
16. Returning Officers shall receive a per diem of \$250 plus reasonable expenses to exercise the duties outlined above.
  17. Nomination papers are to be submitted only by email for tracking purposes. Forms will not be Accepted by any other format (e.g. – personal delivery, courier, fax or regular mail). Candidates should allow sufficient itemm for their emails to go through the system to ensure that the completed papers are, in fact, received by the Chief Elections Officer by 4:00 pm on December 1, 2017 deadline. In the event of a dispute as to when the forms were sent vs received, a candidate can provide the Chief Elections Officer with a copy of his/her email to PEO that would indicate the time the nomination forms were sent from his/her computer. (See Item 5 in the Issues Report)
  18. If a candidate withdraws his or her nomination for election to PEO Council prior to the preparation of the voting site, the Chief Elections Officer shall not place the candidate’s name on the voting site of the Official Elections Agent or on the list of candidates sent to members and shall communicate to Members that the candidate has withdrawn from the election. If the candidate withdraws from the election after the electronic voting site has been prepared, the Chief Elections Officer will instruct the Official Elections Agent to adjust the voting site to reflect the candidate’s withdrawal.
  19. A newly-completed nomination petition form, in addition to a new acceptance form, when a candidate changes his/her mind on the position sought.
  20. In the event a Chapter holds an All Candidate meeting, the Chapter must invite all Candidates for which voters in that region are eligible to vote to the meeting.
  21. Voting will be by electronic means only (internet and telephone). Voting by electronic means will be open at the same time the electronic election packages are sent out.
  22. All voting instructions, a list of candidates and their election publicity material will be sent to members. All voters will be provided with detailed voting instructions on how to vote electronically. Control numbers or other access control systems will be sent to members by email after the election package has been sent out. The Official Elections Agent will send out an eblast with the control numbers (PINs) every Monday during the election period. Election material sent to members electronically or by mail will contain information related to the All Candidates Meetings.;
  23. Verification of eligibility, validity, or entitlement of all votes received will be required by the Official Elections Agent. Verification by the Official Elections Agent will be by unique control number to be provided to voters with detailed instructions on how to vote by the internet and by telephone.
  24. The Official Elections Agent shall keep a running total of the electronic ballot count and shall report the unofficial results to the Chief Elections Officer who will provide the candidates with the unofficial results as soon as practically possible.
  25. Voters need not vote in each category to make the vote valid.

26. There shall be an automatic recount of the ballots for a given candidate category for election to Council or by-law confirmation where the vote total on any candidate category for election to Council between the candidate receiving the highest number of votes cast and the candidate receiving the next highest number of votes cast is 25 votes or less for that candidate category or where the votes cast between confirming the by-law and rejecting the by-law is 25 votes or less.
27. Reporting of the final vote counts, including ballots cast for candidates that may have withdrawn their candidacy after the opening of voting, to PEO will be done by the Returning Officers to the Registrar, who will advise the candidates and Council in writing at the earliest opportunity.
28. Certification of all data will be done by the Official Elections Agent.
29. The Official Elections Agent shall not disclose individual voter preferences.
30. Upon the direction of the Council following receipt of the election results, the Official Elections Agent will be instructed to remove the electronic voting sites from its records.
31. Election envelopes that are returned to PEO as undeliverable are to remain unopened and stored in a locked cabinet in the Document Management Centre (DMC) without contacting the member until such time as the election results are finalized and no longer in dispute.
32. Elections Staff shall respond to any requests for new packages as usual (i.e.: if the member advises that he/she has moved and has not received a package, the member is to be directed to the appropriate section on the PEO website where the member may update his/her information with DMC).
33. DMC staff shall advise Elections Staff when the member information has been updated; only then shall the Elections Staff request the Official Elections Agent to issue a replacement package with the same control number.
34. Elections Staff are not to have access to, or control of, returned envelopes.
35. After the election results are finalized and no longer in dispute, the Chief Elections Officer shall authorize the DMC to unlock the cabinet containing the unopened returned ballot envelopes so that it may contact members in an effort to obtain current information.
36. After the DMC has determined that it has contacted as many members whose envelopes were returned as possible to obtain current information or determine that no further action can be taken to obtain this information, it shall notify the Elections Staff accordingly and destroy the returned elections envelopes.
37. Nothing in the foregoing will prevent additions and/or modifications to procedures for a particular election if approved by Council.
38. The All Candidate Meetings will take place the week of January 8, 2018

39. All questions from, and replies to, candidates are to be addressed to the Chief Elections Officer:

By e-mail: elections@peo.on.ca

By Letter mail: Chief Elections Officer  
c/o Professional Engineers Ontario  
101 – 40 Sheppard Avenue West  
Toronto, ON M2N 6K9

The Election Publicity Procedures form part of these Voting Procedures.

**2018 Election Publicity Procedures**  
**for Election to the 2018-2019 Council of the**  
**Association of Professional Engineers Ontario (PEO)**

**Important Dates to Remember**

Deadline for receipt of publicity materials for publication in <i>Engineering Dimensions</i> and on the PEO website, including URLs to candidates' own websites	4:00 p.m. – December 11, 2017
Deadline for submission of candidate material to eblast to members	1. January 15, 2018 – 1 <sup>st</sup> eblast 2. January 29, 2018 – 2 <sup>nd</sup> eblast 3. February 13, 2018 – 3 <sup>rd</sup> eblast
Dates of eblasts to members	1. January 22, 2018 2. February 5, 2018 3. February 20, 2018
Date of posting period	January 22, 2018 to February 23, 2018
Dates of voting period	12:00 p.m. January 19, 2018 to 4:00 p.m. February 23, 2018.

Note: All times indicated in these procedures are Eastern Time

1. Names of nominated candidates will be published to PEO's website as soon as their nomination is verified.
2. Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs, and published on PEO's website, by December 4, 2017.
3. Candidates will have complete control over the content of all their campaign material, including material for publication in *Engineering Demensions*, on PEO's website, and on their own websites. Candidates are reminded candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. Material will be published with a disclaimer. The Chief Elections Officer may seek a legal opinion prior to publishing/posting of any material if the Chief Elections Officer believes campaign material could be deemed libelous. The Chief Elections Officer has the authority to reject the campaign material if so advised by legal counsel.
4. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee, or any organization with which an individual providing an endorsement is affiliated.
5. Candidates will have discretion over the presentation of their material for the purpose of publishing in *Engineering Dimensions*, including but not limited to font style, size and effects, and are each allocated the

equivalent of one-half page, including border, in *Engineering Dimensions* (6.531 inches wide x 4.125 inches in height) in which to provide their election material. A template for this purpose is included in Schedule A of these procedures. If candidate submissions do not include a border, one will be added, as shown on the template. If submissions exceed the bordered one-half page, they will be mechanically reduced to fit within the border.

6. Candidates will be permitted to include a photograph within their one-half page. Only photographs taken within the last five years will be accepted. (See item 1 in Issues Report)
7. All material for publishing on PEO's website and in *Engineering Dimensions* must be submitted to the Chief Elections Officer at [elections@peo.on.ca](mailto:elections@peo.on.ca) in accordance with Schedule A attached. Candidates shall not use the PEO logo in their election material.
8. Candidates' material for publication in *Engineering Dimensions* and on the website, including URLs to candidates' own websites, must be forwarded to the Chief Elections Officer at the association's offices or via email at [elections@peo.on.ca](mailto:elections@peo.on.ca) no later than December 11, 2017 at 4:00 p.m. and in accordance with Schedule A attached. Candidate material will be considered confidential, and will be restricted to staff members required to arrange for publication, until published on PEO's website. All candidates' material will be published to PEO's website at the same time.
9. If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if he/she wishes to resubmit material. If campaign material is received by the Chief Elections Officer and returned to the candidate for amendment to comply with the Election Publicity Procedures, and the amended material is not returned within the prescribed time, staff will publish the material with a notation explaining any necessary amendments by staff.
10. Candidate publicity material will be published as a separate insert in the January/February 2018 issue of *Engineering Dimensions* and to PEO's website in January 2018 and included in any hardcopy mailing to eligible voters with voting instructions. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.
11. Candidates may publish additional information on PEO's website, provided they email their material to the Chief Elections Officer in the format set out in Schedule A. This material must be received by the Chief Elections Officer no later than December 11, 2017.
12. Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period. Candidates may include links to PEO publications, but *not* a URL link to a third party, in their material on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website.
13. Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, ect) in material appearing in *Engineering Dimensions*, published on PEO's election site (i.e. the 1000-word additional information candidates' may submit), or included in an eblast of candidate material. [Issues Report Item 13]
14. PEO will provide three group email distributions to members of candidate publicity material beyond the material published in *Engineering Dimensions*. Material to be included in an eblast must be submitted to the Chief Elections Officer at [elections@peo.on.ca](mailto:elections@peo.on.ca) in accordance with Schedule A.

15. Candidates are responsible for responding to replies or questions generated by their email message.
16. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website, or eblasts ) complies with these procedures. Where it is deemed the material does not satisfy these procedures, the Chief Elections Officer will, within three full business days from receipt of the material by the association, notify the candidate or an appointed alternate, who is expected to be available during this period by telephone or email. The candidate or appointed alternate will have a further three full business days to advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material within the three-business-day period, the candidate's material will be published with a notation explaining any necessary amendments by staff.
17. PEO will provide candidates the opportunity to participate in All Candidate Meetings, which will be held at PEO Offices during the week of January 8, 2018. The All Candidate Meetings will be video recorded for posting on PEO's website. On the day of the first All Candidate Meeting, an eblast will be sent to members announcing that these video recordings will be posted on the PEO website within two business days.
18. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from January 19, 2018 until the close of voting on February 23, 2018 beyond his/her candidate material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor, and opinion pieces. PEO's communications vehicles should be, and should be seen to be, nonpartisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities – e.g. licensing ceremonies, school activities, GLP events, etc., provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.
19. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed if agreement cannot be reached with the chapter within the time available.
20. Candidates may attend Chapter annual general meetings and newtwork during the informal portion of the meeting. Candidates are permitted to attend Chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity. (See item 15 in the Issues Report)
21. The Central Election and Search Committee is authorized to interpret the Voting and Election Publicity guidelines and procedures, and to rule on candidates' questions and concerns relating to them.

These Election Publicity Procedures form part of the Voting Procedures.

**Schedule A - 2018 Election Publicity Procedures**

**Specifications for Candidate Materials**

<p><b>Publication Format (candidate statements in <i>Engineering Dimensions</i> and PEO website)</b></p>	<p>Material for publication in <i>Engineering Dimensions</i> must fit into the bordered template provided at the end of these specifications. The template dimensions are 6.531 inches wide and 4.125 inches in height. All submissions will be published with a border. If submissions are received without a border, one will be added as shown on the template. If submissions do not fit within the template, they will be mechanically reduced to fit.</p> <p>All material for publication must be submitted as a PDF document with images in place for reference, and as a formatted Word file, or in a Word-compatible file, showing where photographs are to be placed. Photos must also be submitted as specified below.</p> <p>Candidates shall not use the PEO logo in their election material.</p> <p>Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee, or any organization with which an individual providing an endorsement is affiliated.</p> <p>The publications staff needs both a PDF file and a Word file of candidate material. This allows them to know how candidates intend their material to look. If there are no difficulties with the material, the PDF file will be used. The Word file is required in case something isn't correct with the submission (just a bit off on the measurement, for example), as it will enable publications staff to fix the problem. A hard and/or digital copy of a candidate's photo is required for the same reason and for use on the PEO election website.</p>
<p><b>Photographs</b></p>	<p>Photographs must be at least 5" x 7" in size if submitted in hard copy form so that they are suitable for scanning ("snapshots" or passport photographs are not suitable.)</p> <p>Only pictures taken in the last five years will be accepted.</p> <p>If submitted in digital form, they must be JPEG-format files of at least 300 KB but no more than 2MB.</p> <p>Candidates can submit a digital photo at the specifications noted, or hard copy as noted, and preferably both. In case the</p>



	digital file is corrupted or not saved at a sufficiently high resolution, publications staff can rescan the photo (hard copy) to ensure it prints correctly, as indicated on the PDF.
<b>PEO Website (candidates' additional information)</b>	<p>Candidates may publish additional information on PEO's website by submitting a Word or Word-compatible file of no more than 1000 words, and no more than three non-animated graphics in JPEG or GIF format. Graphics may not contain embedded material.</p> <p>Candidates may post additional material on their own websites, which will be linked from PEO's website. URLs for candidates' websites must be active by December 11, 2017.</p> <p>Candidates may include links to PEO publications but <i>not</i> a URL link to a third party in their material that is to be posted on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, the only URL link that may be included in a candidate's material on PEO's website is the URL to the candidate's own website. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, ect)</p> <p>[Update based on Issues Report item 13]</p>
<b>Deadline for <i>Engineering Dimensions</i> and website additional information submissions</b>	Candidates' material for publication in <i>Engineering Dimensions</i> and on PEO's website must be forwarded to the Chief Elections Officer at ( <a href="mailto:elections@peo.on.ca">elections@peo.on.ca</a> ) by December 11, 2017 at 4:00 p.m.
<b>Eblast material</b>	Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt. Arial font; graphics are not permitted. For clarity, a "graphic" is an image that is either drawn or captured by a camera.
<b>Deadline eblasts to members</b>	<p>Candidates' material for eblasts to members must be forwarded to the Chief Elections Officer at (<a href="mailto:elections@peo.on.ca">elections@peo.on.ca</a>) :</p> <p>By January 15– for eblast on January 22</p> <p>By January 29 – for eblast on February 5</p> <p>By February 13– for eblast on February 20</p>
<b>Help</b>	Candidates should contact the Chief Elections Officer ( <a href="mailto:elections@peo.on.ca">elections@peo.on.ca</a> ) if they have questions about requirements for publicity materials.

Template for *Engineering Dimensions*





**NOMINATION PETITION FORM  
(to be submitted with completed Nomination Acceptance Form)**

**This form must be e-mailed to: ([chiefelectionsofficer@peo.on.ca](mailto:chiefelectionsofficer@peo.on.ca))**

We, the undersigned, being members of Professional Engineers Ontario (PEO), do hereby nominate \_\_\_\_\_  
as a candidate for the position of \_\_\_\_\_ in the 2018 PEO Council elections.

It is our understanding that the candidate we are nominating is a Canadian citizen or has the status of a permanent resident of Canada, is currently living in Ontario (in the case of nomination for the position of Regional Councillor, also resides in the region in which he/she is being nominated), and is willing to serve if elected.

Nomination papers are to be submitted only by email for tracking purposes. Forms will not be accepted by any other format (e.g. – personal delivery, courier, fax or regular mail.)

Signatures on nomination papers do not serve as confirmation that a member is formally endorsing a candidate.

	<b>NAME (PLEASE PRINT)</b>	<b>SIGNATURE</b>	<b>LICENCE NUMBER</b>	<b>ADDRESS (PLEASE PRINT)</b>	<b>REGION (PLEASE PRINT)</b>
1.					
2.					
3.					

Name of Candidate being Nominated \_\_\_\_\_

	<b>NAME (PLEASE PRINT)</b>	<b>SIGNATURE</b>	<b>LICENCE NUMBER</b>	<b>ADDRESS (PLEASE PRINT)</b>	<b>REGION (PLEASE PRINT)</b>
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					



**NOMINATION ACCEPTANCE FORM**

**President-elect**

**PLEASE RETURN COMPLETED FORM BY DECEMBER 1, 2017 AT 4:00 P.M.**

**This form must be e-mailed to: ([chiefelectionsofficer@peo.on.ca](mailto:chiefelectionsofficer@peo.on.ca))**

*Please indicate precisely how you wish your name and designations to appear on PEO's website and in print. In accordance with the Council-approved 2018 Election Publicity Procedures, any amendments to your name/designations are to be considered part of your one-time update permitted to your posting during the posting period from January 19, 2018 until the closing of balloting February 23, 2018*

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **President-elect** in the 2018 elections for Council of Professional Engineers of Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a three-year term (2018-2021). I am a Canadian citizen or have the status of a permanent resident of Canada and I am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination for election to Council of PEO is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I further declare that I have read Council Manual sections 2.2 Duties and Responsibilities of Councillors at Law; 2.3 Duties Under By-Law No. 1; and 2.4 Councillors Code of Conduct and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an email address to be used and made public for election purposes only.**

**Nomination papers are to be submitted only by email for tracking purposes.**

**All Candidate Meetings will take place the week of January 8, 2018.**



**NOMINATION ACCEPTANCE FORM**

**Vice-President**

**PLEASE RETURN COMPLETED FORM BY DECEMBER 1, 2017 AT 4:00 P.M.**

**This form must be e-mailed to: ([chiefelectionsofficer@peo.on.ca](mailto:chiefelectionsofficer@peo.on.ca))**

*Please indicate precisely how you wish your name and designations to appear on PEO's website and in print. In accordance with the Council-approved 2018 Election Publicity Procedures, any amendments to your name/designations are to be considered part of your one-time update permitted to your posting during the posting period from January 19, 2018 until the closing of balloting on February 23, 2018.*

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **Vice-President** in the 2018 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a one-year term (2018-2019). I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination for election to Council of PEO is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I further declare that I have read Council Manual sections 2.2 Duties and Responsibilities of Councillors at Law; 2.3 Duties Under By-Law No. 1; and 2.4 Councillors Code of Conduct and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an email address to be used and made public for election purposes only.**

**Nomination papers are to be submitted only by email for tracking purposes.**

**All Candidate Meetings will take place the week of January 8, 2018.**

**NOMINATION ACCEPTANCE FORM****Councillor-at-Large****PLEASE RETURN COMPLETED FORM BY DECEMBER 1, 2017 AT 4:00 P.M.****This form must be e-mailed to: ([chiefelectionsofficer@peo.on.ca](mailto:chiefelectionsofficer@peo.on.ca))**

*Please indicate precisely how you wish your name and designations to appear on PEO's website and in print. In accordance with the Council-approved 2018 Election Publicity Procedures, any amendments to your name/designations are to be considered part of your one-time update permitted to your posting during the posting period from January 19, 2018 until the closing of balloting February 23, 2018.*

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **Councillor-at-Large** in the 2018 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2018-2020). I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination for election to Council of PEO is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I further declare that I have read Council Manual sections 2.2 Duties and Responsibilities of Councillors at Law; 2.3 Duties Under By-Law No. 1; and 2.4 Councillors Code of Conduct and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an email address to be used and made public for election purposes only.****Nomination papers are to be submitted only by email for tracking purposes.****All Candidate Meetings will take place the week of January 8, 2018.**



**NOMINATION ACCEPTANCE FORM**

**Regional Councillor**

**PLEASE RETURN COMPLETED FORM BY DECEMBER 1, 2017 AT 4:00 P.M.**

**This form must be e-mailed to: ([chiefelectionsofficer@peo.on.ca](mailto:chiefelectionsofficer@peo.on.ca))**

*Please indicate precisely how you wish your name and designations to appear on PEO's website and in print. In accordance with the Council-approved 2018 Election Publicity Procedures, any amendments to your name/designations are to be considered part of your one-time update permitted to your posting during the posting period from January 19, 2018 until the closing of balloting February 23, 2018.*

I, \_\_\_\_\_ hereby agree to stand as a candidate for election as \_\_\_\_\_ **Regional Councillor** in the 2018 elections for Council of Professional Engineers of Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2018-2020). I am a Canadian citizen or have the status of a permanent resident of Canada, and I am currently residing in Ontario in the region in which I agree to stand for election.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination for election to Council of PEO is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I further declare that I have read Council Manual sections 2.2 Duties and Responsibilities of Councillors at Law; 2.3 Duties Under By-Law No. 1; and 2.4 Councillors Code of Conduct and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

\_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

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**Nomination papers are to be submitted only by email for tracking purposes.**

**All Candidate Meetings will take place the week of January 8, 2018.**



## FUNDING REQUEST FOR THE 2017 OPEA GALA

**Purpose:** To request additional funding for the 2017 OPEA Gala

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

1. That Council approve the Gala Advisory Subcommittee Proposal for additional funding for the 2017 OPEA Gala, subject to the following provisos, in order to commemorate the theme of “Celebrating Canada’s 150<sup>th</sup>” and to honour the 70<sup>th</sup> anniversary of the OPEA awards program:
  - approve a maximum of \$15,000 to fund the cost of producing a vignette and citations to pay tribute to the 70<sup>th</sup> anniversary of engineering excellence awards;
  - approve issuing an invitation to 13 past OPEA Gold Medal award recipients residing in Ontario to attend the 2017 OPEA Gala and approve a maximum of \$12,000 to cover related travel, hotel and meal costs; and
  - approve an additional funding commitment of \$15,000, for a total of \$30,000, to fund the newspaper announcement promoting the 2017 OPEA award recipients.
2. That Council approve PEO assuming ongoing responsibility for the newspaper announcement.

**Prepared by:** Nancy Hill, Chair, Gala Advisory Subcommittee (GAC)

**Moved by:** Nancy Hill, Vice President (Elected)

### 1. Need for PEO Action

- Considering that Canada’s 150<sup>th</sup> anniversary of Confederation in 2017 is an historic moment and that 2017 is also the 70<sup>th</sup> anniversary of the OPEA awards program, the OPEA Gala presents a one-time opportunity to commemorate both achievements by:
  - i. Inviting past Gold Medal award recipients to the event and honouring engineering excellence over the past 70 years of the OPEA awards program through the production of a dedicated anniversary vignette that can also be used for future profile raising efforts, and
  - ii. Promoting greater awareness and recognition for the engineering profession and achievement in engineering excellence through the newspaper announcement.

### 2. Background Information

- In 2006, PEO and OSPE agreed to jointly administer the OPEA program.
- Mechanisms to provide joint advisory oversight were established through the PEO Awards Committee (AWC) and the Gala Advisory Subcommittee (GAC) established in February 2014.

### 3. Proposed Action / Recommendation

- That Council approve the above motions to enable PEO and OSPE to plan and organize the high caliber event to appropriately commemorate the theme of “Celebrating Canada’s 150<sup>th</sup>” and pay tribute to the 70<sup>th</sup> anniversary of the OPEA awards program, while also honouring past award recipients and remembering their engineering achievements.

### 4. Next Steps (if motion approved)

- The 2017 PEO budget for the 2017 OPEA Gala would be increased by \$42,000. Funds to be drawn from the Council reserve.

- PEO would repatriate the funds (\$15,000) currently identified for a newspaper supplement in the *Memorandum of Understanding between the Ontario Society of Professional Engineers and Professional Engineers Ontario regarding The Ontario Professional Engineers Awards Gala*.
- The GAC Subcommittee will begin planning for the gala event.

#### 5. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• The GAC Subcommittee members as well as OSPE and PEO staff undertook a Request for Information regarding the cost for the newspaper announcement and the 70<sup>th</sup> anniversary commemorative video vignette production.</li> <li>• PEO staff identified past Gold Medal award recipients living in Ontario and prepared a costing analysis of estimated expenses for travel to Toronto, hotel accommodations, meals, etc. for the past award recipients to attend the 2017 OPEA Gala.</li> <li>• The GAC Subcommittee presented recommendations to the Awards Committee. The Awards Committee endorsed the proposal and recommendations presented by GAC at its meeting on January 20, 2017, for presentation to Council.</li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• It is a Council decision whether to approve the OPEA funding request for the 2017 Gala and the ongoing request to support the newspaper announcement.</li> </ul>
<b>Actual Motion Review</b>	N/A

#### 6. Appendices

- Appendix A - 2017 OPEA Gala Funding Proposal

## Proposal – 2017 OPEA Gala Funding Request

The Ontario Professional Engineers Awards (OPEA) Gala is a partnership activity involving PEO and OSPE. The event will be held on November 18, 2017 to coincide with the PEO Chapter Leaders’ Conference and thereby mitigate costs for both PEO and OSPE.

The parties agree to continue to cooperate in ensuring that the event remains a “high end”, black tie event.

As 2017 marks two historic anniversaries – Canada’s 150<sup>th</sup> anniversary of Confederation and the 70<sup>th</sup> anniversary of the OPEA awards program, the OPEA Gala presents an opportunity to commemorate both achievements by:

1. Producing a video to showcase highlights of past engineering achievements, which can be posted and used to promote greater awareness and recognition for the engineering profession; and
2. Inviting past OPEA Gold Medal award recipients to honour their achievements as well as celebrate the 70<sup>th</sup> anniversary of the OPEA awards program.

### Vignette and Citations

Annually PEO writes the citation and collaborates with Moving Headshot Productions to produce a vignette for each OPEA award recipient. For the 2017 OPEA, an additional vignette would be produced, which would feature photographs and video of significant engineering accomplishments as well as photographs and video interviews with past Gold Medal award recipients to showcase the 70<sup>th</sup> anniversary of engineering excellence awards. The projected cost to produce the additional vignette ranges from \$10,000 to \$15,000, depending on video shots and length of vignette.

The commemorative vignette will be developed so it can also be used, not just for the 2017 OPEA, but for future promotional efforts as well.

### Extend Invitation to Living Gold Medal Recipients

Invitations would be extended to the following 13 living Gold Medal recipients:

	Year Awarded	OPEA Gold Medalist Name		Year Awarded	OPEA Gold Medalist Name
1	1989	William C. Winegard	8	2010	Monique Frize
2	1991	Lorne G. McConnell	9	2011	Michael E. Charles
3	1997	Robert B. Thirsk	10	2012	Bert Orland Wasmund
4	2001	Robert T. E. Gillespie	11	2013	Michael V. Sefton
5	2004	Pierre Lassonde	12	2015	Cristina Amon
6	2006	Thomas A. Brzustowski	13	2016	Larry Seeley
7	2007	Anna (Anne) M. Sado			

The estimated cost to cover the expense of inviting the 13 living Gold Medal award recipients to attend the 2017 OPEA Gals are detailed below:

Expense Item	Estimated Cost
Purchase OPEA Tickets <ul style="list-style-type: none"> <li>Based on 2 per guest (26 x \$225)</li> </ul>	\$5,850.00
Travel (mileage, airfare) – To and From Toronto <ul style="list-style-type: none"> <li>Return airfare for 2 tickets; return mileage @\$0.54/km</li> </ul>	\$2,291.00
Accommodation for 13 rooms <ul style="list-style-type: none"> <li>Hilton Hotel for one night (Sat Nov 18)</li> </ul>	\$1,586.00
Meals – Sunday group breakfast at Hilton Hotel <ul style="list-style-type: none"> <li>En-route lunch (Sat &amp; Sun) where necessitated by travel</li> </ul>	\$780.00 \$1,170.00
	\$11,677.00

### **Newspaper Announcement**

Traditionally OSPE has developed and executed a Media and Communications Plan for the event, including a newspaper supplement and social media posts to maximize opportunities for media exposure and public awareness, as well as opportunities for sponsor exposure. Over the past two years, but particularly in 2016, OSPE was challenged to find sufficient sponsorship to cover the cost of the Globe and Mail newspaper supplement. OSPE has identified that they can no longer get sponsorship to cover the cost of a newspaper supplement for the 2017 OPEA awards program.

Therefore, the Awards Committee and the Gala Advisory Subcommittee propose that PEO assume responsibility for the newspaper announcement effective 2017 and thereafter to cover the cost to purchase a newspaper announcement as the members agree that such an announcement is worthwhile to promote recognition for the engineering profession and awareness of engineering excellence.

As PEO already annually provides \$15,000 towards the purchase of the newspaper ad, the additional cost of \$15,000 would be to cover the balance on an ongoing basis for a newspaper announcement. The table below, provided by Baijul Shukla, OSPE's Director, Member Services and Strategic Partners, presents the cost comparison:

	Globe and Mail *	Toronto Star/Metro Toronto/ Metro Ottawa **
1 Page Advertisement	\$25,000	\$25,934
2 Page Spread	\$30,000	\$39,501
4 Page Supplement	\$60,000	\$46,000
6 Page Supplement	\$90,000	\$69,000

\* includes hosting for 90 days and a promo campaign with 400,000 impressions at globeandmail.com; will appear in all copies of the Ontario Edition of the Globe, 550,000 readers in Ontario

\*\* includes full page and digital mix; 500,000 impressions over 4 weeks with Toronto Star, 70,000 impressions over 4 weeks with Metro Toronto and 30,000 impressions over 4 weeks with Metro Ottawa

## APPOINTMENT OF COUNCIL LIAISONS

**Purpose:** To approve the appointment of Committee and Task Force Council Liaisons.

**Motion(s) to approve: (requires a simple majority of votes cast to carry)**

**That the following members be appointed as Council Liaisons to the Committees set opposite their respective names:**

<b>Lola Hidalgo Salgado</b>	<b>Awards Committee</b>
<b>Tomiwa Olukiyesi</b>	<b>Education Committee</b>
<b>Michael Wesa</b>	<b>Professional Standards Committee</b>
<b>Michael Chan</b>	<b>Registration Committee</b>

**Prepared by:** Fern Goncalves – Director, People Development

**Moved by:** Bob Dony, Chair, Human Resources Committee

### 1. Need for PEO Action

At its November 2008 meeting, Council approved a revised Committees and Task Forces Policy under which Council is to approve Council Liaisons. Further, at its April 2009 meeting, Council directed each committee/task force to designate a member of Council as Council Liaison.

More recently, at its September 23, 2016 meeting, Council approved a revised process for the appointment of Council Liaisons to Committees and Task Forces (Appendix A), which directs the Human Resources Committee (HRC) to review the Committees and Task Forces Member Roster to ensure committees have at least one Councillor to act as a Council Liaison.

An email was distributed to all Councillors on April 28, 2017, seeking expressions of interest in serving as a Council Liaison on listed committees. Received submissions were reviewed by the HRC on June 1, and HRC is recommending the appointment of Council Liaisons as set out in the above motion.

Council is being asked to approve designated Council Liaisons to be compliant with the Committees and Task Forces Policy.

### 2. Proposed Action / Recommendation

It is recommended that Council approve the above Council Liaisons.

### 3. Next Steps (if motion approved)

- The respective committees will be notified and the PEO Committee Roster will be updated accordingly.

### 4. Appendices

- Appendix A – Process for the Appointment of Council Liaisons to Committees and Task Forces

## **Appendix A – Process for the Appointment of Council Liaisons to Committees and Task Forces**

Annually, following Council elections:

- The Human Resources Committee (HRC) reviews the Committees and Task Forces Membership Roster to ensure committees have at least one Councillor to act as a Council Liaison
  - For those committees/task forces where a Councillor(s) is a member of the committee or task force, HRC will designate the Council Liaison
  - For Board committees, there is no need to designate a Council Liaison as the committee is composed mainly of Councillors
  - For those committees with no Councillor, Councillors will be asked to submit a Liaison participation preference and HRC will assign a Council Liaison
- HRC will present its recommendations at the AGM Council meeting for approval

[Approved – September 23, 2016 Council Meeting]

## CHANGES TO THE 2017 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

**Purpose:** To approve changes to Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the *2017 PEO Committees and Task Forces Membership Roster*.

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

**That Council approve changes to the *2017 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-513-2.9, Appendix A.**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**Moved by:** Councillor Bellini, P.Eng.

### 1. Need for PEO Action

It is the role of Council to approve annual rosters of committee members under the Committees and Task Forces Policy (Role of Council, Item 4) and authorize the membership of those volunteers who formally participate on its behalf through membership on committees and task forces. Furthermore, Council is asked to approve volunteer members of committees and task forces in accordance with PEO's insurance policy requirements.

Council approved the *2017 PEO Committees and Task Forces Membership Roster* at the November 18, 2016 meeting.

Appendix A sets out changes to the Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the approved Roster that require Council approval at this time.

### 2. Proposed Action / Recommendation

Approve the changes to Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the *2017 PEO Committees and Task Forces Membership Roster* as per the Committees and Task Forces Policy, Role of Council (Item 4).

### 3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. Names of newly elected or re-elected Committee Chairs will be posted on the PEO's website.
- c. The updated *2017 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members. At its meeting on June 1, the HRC reviewed 120 applications on the posting for external appointment of general visitors to the Canadian Engineering Accreditation Board (CEAB). HRC selected ten candidates for recommended appointment for 2017/2018 CEAB visits identified by Engineers Canada.
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### 5. Appendices

- Appendix A – Changes to the *2017 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2017 PEO Committees and  
Task Forces Membership Roster**

C-513-2.9  
Appendix A

**513<sup>th</sup> Council Meeting**

**New appointments:**

First/Last Name	Service Dates	Committee / Task Force
Francesco Dicintio, P.Eng., CPA, CMA, MBA	June 23, 2017 – April 21, 2018	Finance Committee (FIC) – non-Council member
Basel Jarrad, P.Eng., MBA	June 23, 2017 – April 21, 2018	Finance Committee (FIC) – non-Council member
Ciro Tarantino, P.Eng, PMP.	June 23, 2017 – April 21, 2018	Finance Committee (FIC) – non-Council member
Mark Bendix, P.Eng.	April 27, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee
Adrian Bishop, P.Eng.	April 27, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee
Tom Grimminck, P.Eng.	April 27, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee

The above volunteers have completed a formal application process and, in consultation with the Committee Advisors, were evaluated by the Director, People Development and approved by the Registrar to serve on the respective committee and subcommittee, in accordance with the *PEO Committee and Task Force Policy* (Section 7.4).

All volunteers have completed the *Equity and Diversity Awareness* and *PEO – Our Mandate* web-modules.

**Changes to the Roster – election of Chairs/Vice Chairs and other:**

First/Last Name	Term [per Terms of Reference and C & TF Policy]	Committee / Task Force
Christian Bellini, P.Eng.	1-year term	Legislation Committee (LEC) – Chair
Qadira Jackson	1-year term	Legislation Committee (LEC) – Vice Chair

**External Appointments:**

First/Last Name	Visit dates	Appointment
Santosh Gupta, P.Eng.	November 25-28, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to Carleton University
Jag Mohan, P.Eng.	November 5-7, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Guelph



**Changes to the 2017 PEO Committees and  
Task Forces Membership Roster**

**513<sup>th</sup> Council Meeting**

First/Last Name	Visit dates	Appointment
Pierre Legault, P.Eng.	November 5-7, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Guelph
Kirsten Sorensen, P.Eng.	October 29-31, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Ottawa
Nancy Hill, P.Eng.	December 3-5, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to Queen’s University
Chuck McDermott, P.Eng.	December 3-5, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to Queen’s University
Nazmy Markos, P.Eng.	November 19-21, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to Ryerson University
Orijit Pandit, P.Eng.	November 19-21, 2017	Canadian Engineering Accreditation Board (CEAB) – General Visitor to Ryerson University
Nigel Birch, P.Eng.	January 14-16, 2018	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Ontario Institute of Technology
Roger Jones, P.Eng.	February 4-6, 2018	Canadian Engineering Accreditation Board (CEAB) – General visitor to York University

**Committee and Task Force Resignations/Retirements:**

First/Last Name	Service Dates	Committee / Task Force
Nick Colucci, P.Eng.	2014 – AGM 2017	Finance Committee (FIC)
Ravi Gupta, P.Eng.	2014 – AGM 2017	Finance Committee (FIC)
Ken McMartin, P.Eng.	2015 – AGM 2017	Finance Committee (FIC)
Changiz Sadr, P.Eng.	2015 – Dec 2017	Discipline Committee (DIC)
Michael Arthur, P.Eng.	2012 – June 2017	Education Committee (EDU)
Gordon Griffith, P.Eng.	2015 – June 2017	Education Committee (EDU)

## 2017 COMMITTEE / TASK FORCE WORK AND HUMAN RESOURCES PLANS

**Purpose:** To approve committee and task force work plans and human resources plans.

**Motion(s) to consider: (requires a simple majority of votes cast to carry)**

**That Council approve the Complaints Review Councillor (CRC), Discipline Committee (DIC) and Registration Committee (REC) Work Work and Human Resources Plans as presented at C-513-2.10, Appendices A to C.**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**Moved by:** Councillor Bellini, P.Eng.

### 1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

The following committees have submitted their work and human resources plans for Council approval:

Committee	Work Plan	HR plan
Complaints Review Councillor (CRC)	✓	✓
Discipline Committee (DIC)	✓	✓
Registration Committee (REC)	✓	✓

### 2. Proposed Action / Recommendation

That Council approve the submitted work and human resources plans for the respective committees.

### 3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	The revised CRC, DIC and REC Work and HR plans were submitted to People Development in May 2017.
<b>Council Identified Review</b>	N/a
<b>Actual Motion Review</b>	N/a

### 5. Appendices

- Appendix A – Complaints Review Councillor (CRC)
  - i) 2017 Human Resources Plan
  - ii) 2017 Work Plan
- Appendix B – Discipline Committee (DIC)
  - i) 2017 Human Resources Plan
  - ii) 2017 Work Plan
- Appendix C – Registration Committee (REC)
  - i) 2017 Human Resources Plan
  - ii) 2017 Work Plan

# HUMAN RESOURCES (HR) PLAN - 2017 COMPLAINTS REVIEW COUNCILLOR (CRC)

C-513-2.10  
Appendix A(i)

<b>Committee:</b> Complaints Review Councillor	<b>Date Developed:</b>
<b>Committee Review Date:</b> May 2017	<b>Date Council Approved:</b>

Categories	Currently in Place	Required in 12 Months <i>(Identified "Gap" for each Core Competency)</i>	Required in 2 to 5 Years
<b>Core Competencies</b>	See Appendix A	<b>See Appendix A</b>	
<b>Committee Membership</b>	1 member		
<b>Broad Engagement</b>	Section 25(1) Elected Councillor: N/A LGA (P. Eng.) Councillor: N/A LGA (Lay) Councillor: N/A General Member: 1	Proclamation of the amendments to the <i>Professional Engineers Act</i> would create an opportunity to increase the CRC to more than one person.	Provide necessary training for new members.
<b>Volunteer Development Plans</b>	<ul style="list-style-type: none"> <li>a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff</li> <li>b. All members attend CRC meeting and trainings.</li> <li>c. Provide resources (handbook, legal reference books, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff</li> <li>b. All members attend CRC meetings and obtain training relating to decision-making and report-writing.</li> <li>c. Provide resources (handbook, legal reference books, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff</li> <li>b. All members attend CRC meetings and obtain training relating to decision-making and report-writing.</li> <li>c. Provide resources (handbook, legal reference books, etc.)</li> </ul> <p style="text-align: center;"><b>See Appendix A</b></p>
<b>Term of Office</b>	One member	1-2 members	N/A

# HUMAN RESOURCES (HR) PLAN - 2017

## COMPLAINTS REVIEW COUNCILLOR (CRC)

### APPENDIX A

#### 1. Key Objectives and Core Competencies (as per the Work Plan)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Review the treatment of a complaint	<ul style="list-style-type: none"> <li>a. Knowledge of the applicable sections of the Act, Regulations and SPPA.</li> <li>b. Be committed and available to do a review.</li> <li>c. Ability to write Reports.</li> <li>d. Familiarity with previous Reports</li> </ul>
Develop Volunteers (Chair, CRC)	<ul style="list-style-type: none"> <li>a. Identify training requirements and resources.</li> <li>b. Organize training sessions.</li> <li>c. Conduct training sessions.</li> </ul>
Develop Policy and Plans (Chair, CRC)	<ul style="list-style-type: none"> <li>a. Develop and analyze policy alternatives.</li> <li>b. Appoint Subcommittee(s), as required.</li> <li>c. Draft proposals to create Handbook, Work Plan, and H.R. Plan.</li> </ul>
Perform Administrative Functions (Chair, CRC)	<ul style="list-style-type: none"> <li>a. Respond to information requests from PEO and Council.</li> <li>b. Draft and provide administrative reports.</li> <li>c. Communicate with Council.</li> </ul>

#### 2. Competency Gaps and Action Plan

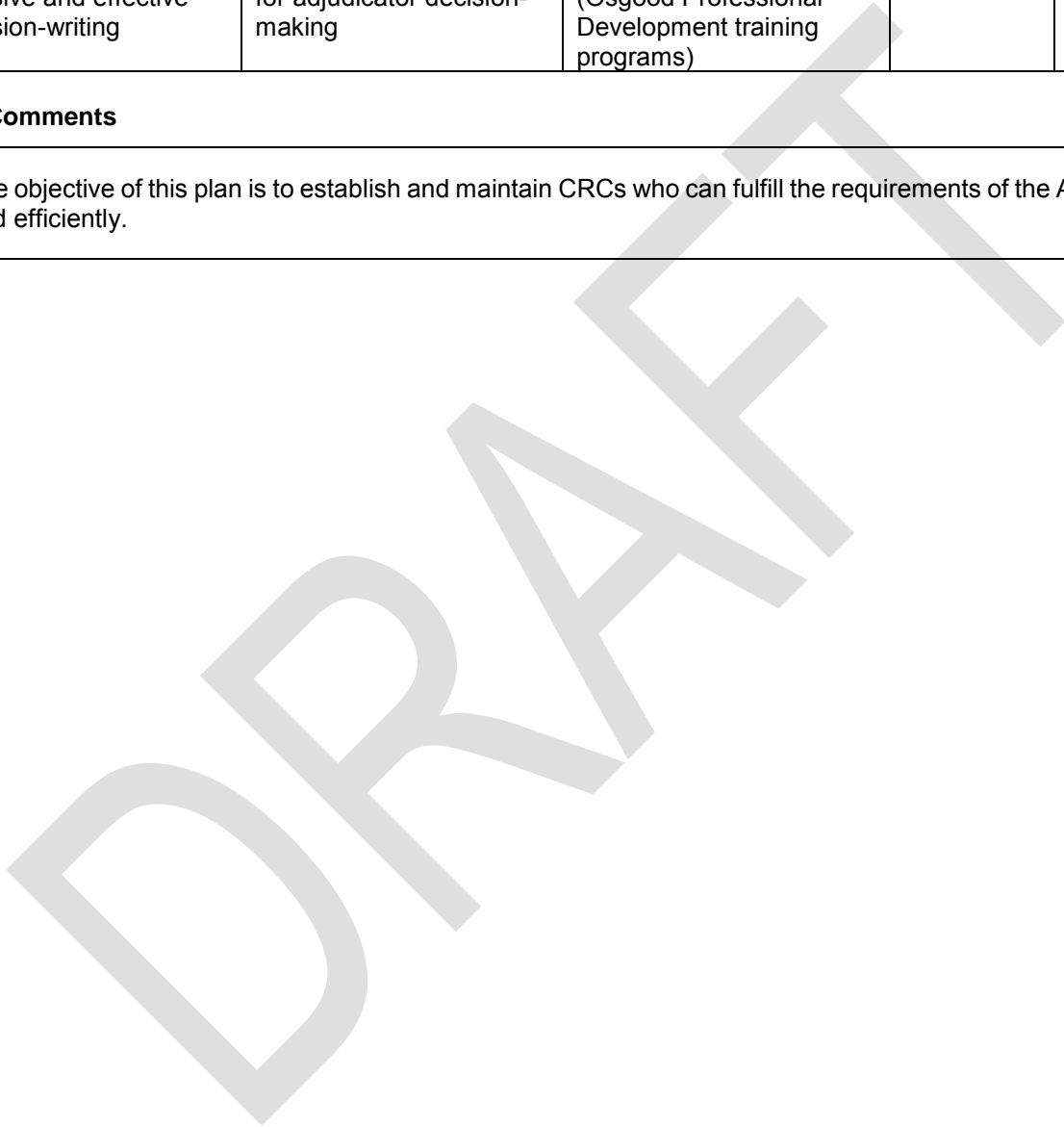
List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [ie: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Ability to write concise Reports that address matters within CRC jurisdiction	Understanding of what, specifically, are matters that can be answered as part of the Complaints Committee's "treatment" of a complaint	Training and experience	Training	Ongoing
In-depth knowledge of the PEO organizational structure in order to properly respond to requests for review	Understanding of interaction/flow between PEO and Complaints Committee	Training and experience	Training	Ongoing

**HUMAN RESOURCES (HR) PLAN - 2017**  
**COMPLAINTS REVIEW COUNCILLOR (CRC)**

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [ie: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Maintain consistent, decisive and effective decision-writing	Maintain high standards for adjudicator decision-making	Training and experience (Osgood Professional Development training programs)	Training	Ongoing

**3. Comments**

The objective of this plan is to establish and maintain CRCs who can fulfill the requirements of the Act effectively and efficiently.



COMPLAINTS REVIEW COUNCILLOR (CRC)

<p><b>Approved by Committee:</b> September 2016</p>	<p><b>Review Date:</b></p>
<p><b>Approved by Council:</b></p>	<p><b>Approved Budget:</b> \$48,950</p>
<p><b>Mandate</b> <b>[as approved by Council]:</b></p>	<p><b>Complaints Review Councillor</b></p> <p><u>25.(1)</u> There shall be a Complaints Review Councillor who shall be appointed by Council and shall be,</p> <p>(a) a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c); or</p> <p>(b) a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General. 2010, c. 16, Sched. 2, s. 5 (45).</p> <p><b>Idem</b></p> <p><u>(2)</u> The Complaints Review Councillor is not eligible to be a member of the Complaints Committee or the Fees Mediation Committee. R.S.O. 1990, c. P.28, s. 25(2).</p> <p><b>Powers of Complaints Review Councillor</b> <b>Examination by Complaints Review Councillor</b></p> <p><u>26.(1)</u> The Complaints Review Councillor may examine from time to time the procedures for the treatment of complaints by the Association. R.S.O. 1990, c. P.28, s. 26 (1); 2010, c. 16, Sched. 2, s. 5 (46).</p> <p><b>Review by Complaints Review Councillor</b></p> <p><u>(2)</u> Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee within ninety days after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee. R.S.O. 1990, c. P.28, s. 26 (2); 2001, c. 9, Sched. B, s. 11 (31).</p> <p><b>Application to Complaints Review Councillor</b></p> <p><u>(3)</u> A complainant who is not satisfied with the handling by the Complaints Committee of a complaint to the Committee may apply to the Complaints Review Councillor for a review of the treatment of the complaint after the Committee has disposed of the complaint. R.S.O. 1990, c. P.28, s. 26 (3).</p> <p><b>Notice of application</b></p> <p><u>(3.1)</u> A complainant who applies for a review under subsection (2) or (3) shall give the person complained against notice of the application. 2010, c. 16, Sched. 2, s. 5 (47).</p> <p><b>No inquiry into merits</b></p> <p><u>(4)</u> In an examination under subsection (1) or a review under subsection (2) or (3), the Complaints Review Councillor shall not inquire into the merits of any particular complaint made to the Complaints Committee. 2010, c. 16, Sched. 2, s. 5 (48).</p>

## WORK PLAN - 2017

### COMPLAINTS REVIEW COUNCILLOR (CRC)

#### **Discretionary power of Complaints Review Councillor**

(5) The Complaints Review Councillor may decide not to make or continue a review under subsection (2) or (3) if,

(a) the review is or would be in respect of the treatment of a complaint that was disposed of by the Complaints Committee more than twelve months before the matter came to the attention of the Complaints Review Councillor; or

(b) in the opinion of the Complaints Review Councillor,

(i) the application to the Complaints Review Councillor is frivolous or vexatious or is not made in good faith, or

(ii) the person who has made application to the Complaints Review Councillor has not a sufficient personal interest in the subject-matter of the particular complaint. R.S.O. 1990, c. P.28, s. 26 (5); 2010, c. 16, Sched. 2, s. 5 (49, 50).

#### **Notice, no review**

(5.1) If the Complaints Review Councillor decides under subsection (5) not to make or continue a review, he or she shall give notice of the decision to the Complaints Committee, to the complainant and to the person complained against. 2010, c. 16, Sched. 2, s. 5 (51).

#### **Notice of examination or review**

(6) Before commencing an examination or review, the Complaints Review Councillor shall give notice to the Complaints Committee of his or her intention to commence the examination or review and, in the case of a review, shall also give notice to the person complained against. 2010, c. 16, Sched. 2, s. 5 (52).

#### **Office accommodation**

(7) The Council shall provide to the Complaints Review Councillor such accommodation and support staff in the offices of the Association as are necessary to the performance of the powers and duties of the Complaints Review Councillor. R.S.O. 1990, c. P.28, s. 26 (7).

#### **Privacy**

(8) Every examination or review by the Complaints Review Councillor in respect of the Association shall be conducted in private. R.S.O. 1990, c. P.28, s. 26 (8).

#### **Receipt of information**

(9) In conducting an examination or review in respect of the Association, the Complaints Review Councillor may hear or obtain information from any person and may make such inquiries as he or she thinks fit. R.S.O. 1990, c. P.28, s. 26 (9); 2010, c. 16, Sched. 2, s. 5 (54).

#### **Hearing not required**

(10) The Complaints Review Councillor is not required to hold or to afford to any person an opportunity for a hearing in relation to an examination, review or report under this section. R.S.O. 1990, c. P.28, s. 26 (10); 2010, c. 16, Sched. 2, s. 5 (55).

## WORK PLAN - 2017

### COMPLAINTS REVIEW COUNCILLOR (CRC)

#### **Duty to provide information**

(11) On the request of the Complaints Review Councillor, a member of the Council, member of a committee of the Association or officer or employee of the Association shall give to the Complaints Review Councillor,

(a) any information regarding the proceedings and procedures of the Complaints Committee regarding the treatment of complaints made to it that the Complaints Review Councillor requires; and

(b) access to all records, reports, files and other papers and things belonging to or under the control of the member, officer or employee, or the Association, that relate to the treatment by the Complaints Committee of complaints or any particular complaint, as specified by the Complaints Review Councillor. 2010, c. 16, Sched. 2, s. 5 (56).

#### **Report**

(12) On completing an examination or review, the Complaints Review Councillor shall make a report of his or her findings. 2010, c. 16, Sched. 2, s. 5 (56).

#### **Report re examination**

(13) The Complaints Review Councillor shall give a copy of a report respecting an examination under subsection (1) to the Council and to the Complaints Committee. 2010, c. 16, Sched. 2, s. 5 (56).

#### **Report re review**

(14) The Complaints Review Councillor shall give a copy of a report respecting a review under subsection (2) or (3) to the Council, to the Complaints Committee, to the complainant and to the person complained against. 2010, c. 16, Sched. 2, s. 5 (56).

#### **Report to Minister**

(15) If the Complaints Review Councillor is of the opinion that a report made under this section should be brought to the attention of the Minister, the Complaints Review Councillor shall give a copy of the report to the Minister. 2010, c. 16, Sched. 2, s. 5 (56).

#### **Recommendations**

(16) The Complaints Review Councillor may include in a report his or her recommendations in respect of the procedures of the Complaints Committee, either generally or with respect to the treatment of a particular complaint. R.S.O. 1990, c. P.28, s. 26 (16); 2010, c. 16, Sched. 2, s. 5 (57).

#### **Consideration of report by Council**

(17) The Council shall consider every report, and any recommendations included in the report, that it receives from the Complaints Review Councillor, and shall notify the Complaints Review Councillor of any action it takes as a result. 2010, c. 16, Sched. 2, s. 5 (58).

#### **Consideration of report by Complaints Committee**

(18) The Complaints Committee shall consider every report, and any recommendations included in the report, that it receives from the Complaints Review Councillor, and shall notify the Complaints Review Councillor of any action it takes as a result. 2010, c. 16, Sched. 2, s. 5 (58).



## WORK PLAN - 2017

### COMPLAINTS REVIEW COUNCILLOR (CRC)

<b>Terms of Reference</b> <b>[Key duties]:</b>	<b>Examination by Complaints Review Councillor</b>  <u>26.(1)</u> The Complaints Review Councillor may examine from time to time the procedures for the treatment of complaints by the Association. R.S.O. 1990, c. P.28, s. 26 (1). 2010, c. 16, Sched. 2, s. 5 (46).  <b>Review by Complaints Review Councillor</b>  <u>(2)</u> Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee within ninety days after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee. R.S.O. 1990, c. P.28, s. 26 (2); 2001, c. 9, Sched. B, s. 11 (31).		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date</b>
	Review Applications for Review.	100%	Ongoing
	Decision Writing.	100%	Ongoing
	Report Writing.	100%	Ongoing
	Annual Reports.	100%	Annually
<b>Committee/ Task Force Members:</b>	Evelyn Spence		
<b>Council Liaison</b>	N/A		
<b>Committee Advisor:</b>	Salvatore Guerriero, P.Eng., LL.M., Manager, Tribunals		
<b>Inter-Committee Collaboration:</b>	N/A		
<b>Stakeholders:</b>	N/A		

**HUMAN RESOURCES PLAN - 2017**  
**DISCIPLINE COMMITTEE (DIC)**

<b>Committee:</b> Discipline Committee	<b>Date Developed:</b>
<b>Committee Review Date:</b>	<b>Date Council Approved:</b>

Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
<b>Core Competencies</b>	See Appendix A	See Appendix A	
<b>Committee Membership</b>	<b>45 members</b>		
<b>Broad Engagement</b>	Elected Councillor: <b>6</b> LGA (P.Eng.) Councillor: 3 AG (P.Eng.) Members: 3 LGA (Lay) Councillor: 2 Attorney General (AG) appointee (LL.B.): 6 General Member: <b>25</b>		
<b>Volunteer Development Plans</b>	<p><b><u>New Members:</u></b></p> <p>a. Attend <b>a DIC meeting</b> and a basic training session (conducted by members of the DIC and outside counsel)</p> <p>b. Participate as a panel member at a hearing</p> <p><b><u>New Scribes:</u></b></p> <p>c. Act as a panel scribe (Prerequisite: a and b)</p> <p><b><u>Experienced Members:</u></b></p> <p>d. Participate as a panel member at contested hearings (Prerequisite: a and b)</p> <p>e. Participate on the subcommittee (Prerequisite: a, d, c, d)</p>	<p><b><u>New Members:</u></b></p> <p>a. Attend <b>a DIC meeting</b> and a basic training session</p> <p>b. Participate as a panel member at a hearing.</p> <p><b><u>New Scribes:</u></b></p> <p>c. Act as a panel scribe (Prerequisite: a and b)</p> <p><b><u>Experienced Members:</u></b></p> <p>d. Participate as a panel member at contested hearings (Prerequisite: a and b)</p> <p>e. Participate on the subcommittee (Prerequisite: a, b, c, d)</p>	

# HUMAN RESOURCES PLAN - 2017

## DISCIPLINE COMMITTEE (DIC)

	<p>f. Attend bi-annual refresher training</p> <p>g. Present training material at a DIC meeting</p> <p><b><u>New Panel Chairs:</u></b></p> <p>h. Attend panel chair training (Prerequisites: acting on an uncontested hearing and several contested hearings)</p> <p>i. Conduct a panel for a hearing within 12 months after receiving the training (Prerequisite: attendance at the panel chair training)</p> <p><b><u>New Pre-Hearing Conference Chairs:</u></b></p> <p>j. Participate as a presiding member at a pre-hearing (Prerequisite: acting on several contested hearings)</p> <p><b><u>Past Chairs:</u></b></p> <p>Past Chairs will be used as advisers, when required.</p> <p><b><u>Emeritus members:</u></b></p> <p>This is a subcategory of DIC members appointed under section 27(1)4 and composed of people who will contribute their wise counsel based upon years of experience. These members will not serve on panels. Members will be automatically become emeritus members when they have not served on or volunteered to serve on a panel for one year.</p>	<p>f. Attend bi-annual refresher training</p> <p>g. Present training material at a DIC meeting</p> <p>h. Attend panel chair training. (Prerequisites: acting on an uncontested hearing and several contested hearings)</p> <p>i. Conduct a panel for a hearing within 12 months after receiving the training (Prerequisite: attendance at the panel chair training)</p> <p><b><u>New Pre-Hearing Conference Chairs:</u></b></p> <p>j. Participate as a presiding member at a pre-hearing (Prerequisite: acting on several contested hearings)</p> <p><b><u>Past Chairs:</u></b></p> <p>Past Chairs will be used as advisers, when required.</p>	
<p><b>Term of Office</b></p>	<p>Discipline Committee shall name one of its members as Chair and another as Vice-Chair for a period of two years.</p>		<p>Next change of Chairs planned for <b>November 2017.</b></p>

# HUMAN RESOURCES PLAN - 2017

## DISCIPLINE COMMITTEE (DIC)

### APPENDIX A

**1. Key Objectives and Core Competencies (as per the Work Plan)**

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Hear and Decide Matters (Panel Members)	<ul style="list-style-type: none"> <li>a. Knowledge of the applicable sections of the Act, Regulations, SPPA, Discipline Committee's Rules and the Handbook :               <ul style="list-style-type: none"> <li>i. Panel chair – Comprehensive Knowledge</li> <li>ii. Experienced Members – Detailed Knowledge</li> <li>iii. New Members – Basic Knowledge</li> </ul> </li> <li>b. Ability to contribute to the panel's deliberations by understanding the legal arguments presented, identifying facts, weigh differing views, and to make fair, logical decisions (all panel members).</li> <li>c. Be committed and enthusiastic (all panel members).</li> <li>d. Ability to write Decisions and Reasons (scribe).</li> <li>e. Ability to conduct a hearing, including involving the ILC where appropriate (panel chair).</li> <li>f. Have the time required to sit on panels (all panel members).</li> <li>g. Familiarity with Decisions and Reasons in previous matters, judicial reviews of administrative decisions, and PEO reviews of the Complaints and Discipline process (panel chair and experienced members).</li> </ul>
Set hearings (Chair, DIC)	<ul style="list-style-type: none"> <li>a. Ability to set a date when the panel and the parties are available.</li> <li>b. Broad experience conducting a pre-hearing conference.</li> </ul>
Develop Volunteers (Chair, DIC)	<ul style="list-style-type: none"> <li>a. Identify training requirements and resources.</li> <li>b. Organize training sessions.</li> <li>c. Conduct training sessions.</li> </ul>
Develop Policy and Plans (Chair, Subcommittee)	<ul style="list-style-type: none"> <li>a. Develop and analyze policy alternatives.</li> <li>b. Draft proposals to amend the Handbook, Work Plan, and H.R. Plan.</li> </ul>

# HUMAN RESOURCES PLAN - 2017

## DISCIPLINE COMMITTEE (DIC)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Perform Administrative Functions (Chair, DIC)	<ul style="list-style-type: none"> <li>a. Respond to information requests from PEO and Council.</li> <li>b. Draft and provide administrative reports.</li> <li>c. Communicate with Council.</li> </ul>

### 2. Competency Gaps and Action Plan

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> <small>[i.e.: development plan for current member(s); request for additional volunteer resources]</small>	Resources Needed	Target Date for Completion
Ability to contribute to the panel's deliberations	Ability of <b>understanding allegations to</b> contribute to panels' deliberations and the legal arguments presented identifying facts.	Training and experience (including observing hearings).	DIC Members	Annually
Ability to write Decisions and Reasons	Willingness to write the Decisions and Reasons; ability to communicate effectively in writing; have the time to draft Decisions and Reasons.	Training and experience.	DIC Members	Annually
Comprehensive Knowledge	Of the applicable sections of the Act, Regulations and the DIC's Rules, and a detailed knowledge of the Handbook.	Training and experience.	DIC Members	Annually
Time	The number of practicing engineers on DIC needs to be increased.	Improving procedures to improve the ability to predict the length of hearings and to encourage companies to allow their employees to participate.	DIC and Council	Medium-term (3-5 years)

### 3. Comments

## WORK PLAN – 2017

### DISCIPLINE COMMITTEE (DIC)

<b>Approved by Committee:</b>	<b>Review Date:</b> 2017
<b>Approved by Council:</b> November 20, 2015	<b>Budget:</b> Committee: \$54,850

<b>Mandate:</b>	<p>The Discipline Committee (“DIC”) is an independent administrative tribunal whose mandate is, as per sec. 27.1 and 28 of the PE Act:</p> <p>Excerpt:</p> <p><b>27.1</b> The Council or the Executive Committee may, by resolution, refer to the Discipline Committee for hearing and determination any allegation of professional misconduct or incompetence on the part of a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence specified in the resolution.</p> <p><b>28 (1)</b> The Discipline Committee shall,</p> <p>(a) when so directed by the Council, the Executive Committee or the Complaints Committee, hear and determine allegations of professional misconduct or incompetence against a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence;</p> <p>(b) hear and determine matters referred to it under section 24, 27.1 or 37; and</p> <p>(c) perform such other duties as are assigned to it by the Council.</p> <p>PEO Council appoints people to the DIC. The Chair is selected by the members of the DIC.</p> <p>The Chair assigns members to a panel to hear, and designates one of them to act as the Chair of the panel pursuant to Section 27 of the <i>Professional Engineers Act</i> (the “Act”). Panels hear and determine allegations of professional misconduct or incompetence against a member or licence holder.</p> <p>The DIC operates within the provisions of the <i>Statutory Powers Procedure Act</i> (“SPPA”).</p>																							
<b>Terms of Reference:</b>	Refer to DIC Terms of Reference																							
<b>Membership:</b>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Section 27(1)(1): Elected Councillor</td> <td style="width: 5%; text-align: right;">6</td> <td style="width: 15%;"></td> </tr> <tr> <td>Section 27(1) 2(i): LGA (P.Eng.) Councillor</td> <td style="text-align: right;">3</td> <td></td> </tr> <tr> <td>Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members</td> <td style="text-align: right;">3</td> <td></td> </tr> <tr> <td>Section 27(1) 3 (i): LGA (Lay) Councillor</td> <td style="text-align: right;">2</td> <td></td> </tr> <tr> <td>Section 27(1) 3 (ii): AG (LL.B.) Appointee</td> <td style="text-align: right;">6</td> <td></td> </tr> <tr> <td>Section 27(1)(4): General Member</td> <td style="text-align: right;">25</td> <td></td> </tr> <tr> <td>Current roster as of June 2, 2017:</td> <td style="text-align: right;">Total:</td> <td style="text-align: right; color: yellow;"><b>45</b></td> </tr> </table>			Section 27(1)(1): Elected Councillor	6		Section 27(1) 2(i): LGA (P.Eng.) Councillor	3		Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members	3		Section 27(1) 3 (i): LGA (Lay) Councillor	2		Section 27(1) 3 (ii): AG (LL.B.) Appointee	6		Section 27(1)(4): General Member	25		Current roster as of June 2, 2017:	Total:	<b>45</b>
Section 27(1)(1): Elected Councillor	6																							
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Section 27(1) 3 (ii): AG (LL.B.) Appointee	6																							
Section 27(1)(4): General Member	25																							
Current roster as of June 2, 2017:	Total:	<b>45</b>																						
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities</b>	<b>Outcomes/ Success Measures</b>	<b>Due Date</b>																					
	1. Canvass members for Hearings and achieve:	80-90% 50-80%	Ongoing																					

**WORK PLAN – 2017**  
**DISCIPLINE COMMITTEE (DIC)**

	Responses within one week “Yes” available responses “Not” available responses	30-40%	
	2. Convene hearings	No delays due to panelists being unavailable	Ongoing
	3. Issue decisions and reasons	No impact on the fairness of hearings and within the timeframes set out in the planned achievements section	Report to Council quarterly
	4. Hold a DIC meeting		2 per year
	5. Hold training sessions		Ongoing
	6. Provide members with an opportunity to attend external training	Improve panel performance	Ongoing
	7. Initiate Panel Chair training	Improve panel performance	2016-Ongoing
	8. Implement the recommendations of the Handbook Subcommittee	An updated DIC Handbook	2017
	9. DIC Handbook Subcommittee	Report progress at the DIC Meeting	2017
	10. Working Group (Confidentiality/Record Retention)	Report progress at the DIC Meeting	2017
<b>Council Liaison</b>	<b>TBD</b>		
<b>Committee Advisor</b>	Johnny Zuccon, P.Eng - Deputy Registrar, Tribunals and Regulatory Affairs		
<b>Committee Support</b>	Sal Guerriero, P.Eng., LL.M. – Manager, Tribunals, Tribunals and Regulatory Affairs Lana Tereshchenko – Tribunals Coordinator, Tribunals and Regulatory Affairs		
<b>Planned Achievements</b>	<ul style="list-style-type: none"> <li>• Hearings commenced within 9 months from date of referral: %</li> <li>• Decision and Reasons issued within 6 months of the date hearing concludes: %</li> <li>• Decision and Reasons outstanding within a year of the date hearing concluded: %</li> <li>• Handbook text revisions and/or Rules of Procedure updates</li> </ul>		<p style="text-align: right;">90</p> <p style="text-align: right;">90</p> <p style="text-align: right;">10</p> <p style="text-align: right;">75%</p>

**WORK PLAN – 2017**  
**DISCIPLINE COMMITTEE (DIC)**

<b>Discipline Committee Appointees</b>	Chair: Ravi Gupta, P.Eng. Vice Chair: John Vieth, P.Eng. There are 45 members on the committee as listed in the <i>2017 Committee and Task Force Membership Roster</i> approved by Council.
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# HUMAN RESOURCES PLAN - 2017 REGISTRATION COMMITTEE (REC)

C-513-2.10  
Appendix C(i)

<b>Committee:</b> Registration Committee	<b>Date Developed:</b> September 2015
<b>Committee Review Date:</b> September 2016	<b>Date Council Approved:</b> November 20, 2015

Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
<b>Core Competencies</b>	See Appendix A	See Appendix A	
<b>Committee Membership</b>	<b>11 members</b>		
<b>Broad Engagement</b>	Section 19(1) Elected Councillor: N/A LGA (P. Eng.) Councillor: N/A LGA (Lay) Councillor: 2 Attorney General (AG) appointee (LL.B): 1 General Member: 8	Proclamation of the amendments to the <i>Professional Engineers Act</i> would create an opportunity to increase the diversity, women and geographic representation on REC.	Replace retiring members and provide necessary training for new members.  (quantity to be determined by Council).
<b>Volunteer Development Plans</b>	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided four times per year during REC meetings.  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided four times per year during REC meetings.  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)  e. New members to attend a hearing and deliberations as observers.	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided four times per year during REC meetings.  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)  e. New members to attend a hearing and deliberations as observers.  See Appendix A
<b>Term of Office</b>	Chair and Vice-Chair elected for two years.  Members – No Term Limit (see comment)		Next change of Chairs planned for <b>October 2018</b> .

**HUMAN RESOURCES PLAN - 2017**  
**REGISTRATION COMMITTEE (REC)**  
**APPENDIX A**

**1. Key Objectives and Core Competencies (as per the Work Plan)**

<b>List Top 3-5 Committee Work Plan Outcomes:</b>	<b>List Core Competencies for Each Work Plan Outcome:</b>
Hear and Decide Matters (Panel Members)	<ul style="list-style-type: none"> <li>a. Knowledge of the applicable sections of the Act, Regulations, SPPA, Registration Committees' Rules and the Handbook : <ul style="list-style-type: none"> <li>i. Panel Chair – Comprehensive Knowledge</li> <li>ii. Experienced Members – Detailed Knowledge</li> <li>iii. New Members – Basic Knowledge</li> </ul> </li> <li>b. Ability to contribute to the panel's deliberations by understanding the legal arguments presented, identifying facts, weigh differing views, and to make fair, logical decisions (all panel members).</li> <li>c. Be committed and enthusiastic (all panel members).</li> <li>d. Ability to write Decisions and Reasons (scribe).</li> <li>e. Ability to conduct a hearing; understand role of panel members, parties and ILC.</li> <li>f. Have the time required to sit on panels (all panel members).</li> <li>g. Familiarity with Decisions and Reasons in previous matters, judicial reviews of administrative decisions (panel chair and experienced members).</li> </ul>
Set Hearings (Chair, REC)	<ul style="list-style-type: none"> <li>a. Ability to set a date when the panel and the parties are available.</li> <li>b. Broad experience conducting a pre-hearing conference.</li> </ul>
Develop Volunteers (Chair, REC)	<ul style="list-style-type: none"> <li>a. Identify training requirements and resources.</li> <li>b. Organize training sessions.</li> <li>c. Conduct training sessions.</li> </ul>
Develop Policy and Plans (Chair, REC)	<ul style="list-style-type: none"> <li>a. Develop and analyze policy alternatives.</li> <li>b. Appoint Subcommittee(s), as required.</li> <li>c. Draft proposals to amend the Handbook, Work Plan, and H.R. Plan.</li> </ul>
Perform Administrative Functions (Chair, REC)	<ul style="list-style-type: none"> <li>a. Respond to information requests from PEO and Council.</li> <li>b. Draft and provide administrative reports.</li> <li>c. Communicate with Council.</li> </ul>

# HUMAN RESOURCES PLAN - 2017

## REGISTRATION COMMITTEE (REC)

### 2. Competency Gaps and Action Plan

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [ie: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Ability to write effective Decisions and Reasons	Understanding the legal requirements for a sound decision	Training and experience	Training	Ongoing
Comprehensive knowledge	Of the applicable sections of the Act, Regulations and the REC's Rules, and a detailed knowledge of the Handbook.	Training and experience	Training	Ongoing

### 3. Comments

1. The objective of this plan is to establish and maintain REC adjudicators who can fulfill the requirements of the Act effectively and efficiently.
2. During 2016, two P.Eng. members of the Registration Committee were replaced with two new members. One LGA (Lay) Councillor left and was replaced by one Attorney General Appointee (LL.B). Another LGA (Lay) Councillor has resigned effective end of April 2017.
3. On October 24, 2016 The Registration Committee approved the following resolutions:
  - The Chair and the Vice Chair be elected for a 2-year term with maximum of 3 consecutive terms.
  - Given the mandate of Registration Committee as a statutory committee that also functions as a tribunals and given the extensive professional development undertaken to develop the expertise required to sit as a tribunal member it is resolved that there should be no term limits imposed on Registration Committee members.

# WORK PLAN - 2017

C-513-2.10 Appendix C(ii)
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## REGISTRATION COMMITTEE (REC)

<b>Approved by Committee:</b> October 2015	<b>Review Date:</b> September 2016
<b>Approved by Council:</b> November 20, 2015	<b>Approved Budget:</b> Committee \$34,050
<b>Mandate [as approved by Council]:</b>	<p><b>Notice of proposal to revoke or refuse to renew</b></p> <p><u>19.(1)</u> Where the Registrar proposes,</p> <p style="margin-left: 20px;">(a) to refuse to issue a licence; or</p> <p style="margin-left: 20px;">(b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization,</p> <p>The Registrar shall serve notice of the proposal, together with written reasons therefore, on the applicant. R.S.O. 1990, c. P.28, s. 19 (1); 2001, c. 9, Sched. B, s. 11 (22).</p> <p><b>Exception</b></p> <p><u>(2)</u> Subsection (1) does not apply in respect of a proposal to refuse to issue a licence, a temporary licence, a provisional licence or a limited licence where the applicant previously held a licence, a certificate of authorization, a temporary licence, a provisional licence or a limited licence that was suspended or revoked as a result of a decision of the Discipline Committee. 2001, c. 9, Sched. B, s. 11 (23).</p> <p><b>Notice</b></p> <p><u>(3)</u> A notice under subsection (1) shall state that the applicant is entitled to a hearing by the Registration Committee if the applicant mails or delivers, within thirty days after the notice under subsection (1) is served on the applicant, notice in writing requiring a hearing by the Registration Committee and the applicant may so require such a hearing. R.S.O. 1990, c. P.28, s. 19 (3).</p> <p><b>Power of Registrar where no hearing</b></p> <p><u>(4)</u> Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19 (4).</p> <p><b>Hearing by Registration Committee</b></p> <p><u>(5)</u> Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).</p> <p><b>Continuation on expiry of committee membership</b></p> <p><u>(6)</u> Where a proceeding is commenced before the Registration Committee and the term of office on the Council or on the committee of a member sitting for the hearing expires or is terminated other than for cause before the proceeding is disposed of but after evidence is heard, the member shall be deemed to remain a member of the Registration Committee for the purpose of completing the disposition of the proceeding in the same manner as if the member's term of office had not expired or been terminated. R.S.O. 1990, c. P.28, s. 19 (6).</p> <p><b>Powers of Registration Committee</b></p> <p><u>(7)</u> Following upon a hearing under this section in respect of a proposal by the Registrar, the Registration Committee may, by order,</p> <p style="margin-left: 20px;">(a) where the committee is of the opinion upon reasonable grounds that the applicant meets the requirements and qualifications of this Act and the regulations and will engage in the practice of professional engineering or in the business of providing services that are within</p>

# WORK PLAN - 2017

## REGISTRATION COMMITTEE (REC)

the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, to the applicant;

(b) where the committee is of the opinion upon reasonable grounds that the applicant does not meet the requirements and qualifications of this Act and the regulations,

(i) direct the Registrar to refuse to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, or to suspend or revoke the certificate of authorization issued to the applicant, as the case may be, or

(ii) where the committee is of the opinion upon reasonable grounds that the applicant will engage in the practice of professional engineering with competence and integrity, exempt the applicant from any of the requirements of this Act and the regulations and direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be; or

(c) where the committee is of the opinion upon reasonable grounds that it is necessary in order to ensure that the applicant will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, subject to such terms, conditions or limitations as the Registration Committee specifies. R.S.O. 1990, c. P.28, s. 19 (7); 2001, c. 9, Sched. B, s. 11 (24).

### **Extension of time for requiring hearing**

(8) The Registration Committee may extend the time for the giving of notice requiring a hearing by an applicant under this section before or after the expiration of such time where it is satisfied that there are apparent grounds for granting relief to the applicant following upon a hearing and that there are reasonable grounds for applying for the extension, and the Registration Committee may give such directions as it considers proper consequent upon the extension. R.S.O. 1990, c. P.28, s. 19 (8).

### **Parties**

(9) The Registrar and the applicant who has required the hearing are parties to proceedings before the Registration Committee under this section. R.S.O. 1990, c. P.28, s. 19 (9).

### **Opportunity to show compliance**

(10) The applicant shall be given a reasonable opportunity to show or to achieve compliance before the hearing with all lawful requirements for the issue of the licence, the certificate of authorization, the temporary licence, the provisional licence or the limited licence. R.S.O. 1990, c. P.28, s. 19 (10); 2001, c. 9, Sched. B, s. 11 (25).

### **Examination of documentary evidence**

(11) A party to proceedings under this section shall be afforded an opportunity to examine before the hearing any written or documentary evidence that will be produced or any report the contents of which will be given in evidence at the hearing. R.S.O. 1990, c. P.28, s. 19 (11).

### **Members holding hearing not to have taken part in investigation, etc.**

(12) Members of the Registration Committee holding a hearing shall not have taken part before the hearing in any investigation or consideration of the subject-matter of the hearing and shall not communicate directly or indirectly in relation to the subject-matter of the hearing with any person or with any party or representative of a party except upon notice to and opportunity for all parties to participate, but the Registration Committee may seek legal

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## REGISTRATION COMMITTEE (REC)

advice from an adviser independent from the parties and, in such case, the nature of the advice shall be made known to the parties in order that they may make submissions as to the law. R.S.O. 1990, c. P.28, s. 19 (12).

### **Recording of evidence**

(13) The oral evidence taken before the Registration Committee at a hearing shall be recorded and, if so required, copies of a transcript thereof shall be furnished upon the same terms as in the Superior Court of Justice. R.S.O. 1990, c. P.28, s. 19 (13); 2001, c. 9, Sched. B, s. 11 (66).

### **Only members at hearing to participate in decision**

(14) No member of the Registration Committee shall participate in a decision of the Registration Committee following upon a hearing unless he or she was present throughout the hearing and heard the evidence and argument of the parties. R.S.O. 1990, c. P.28, s. 19 (14).

### **Release of documentary evidence**

(15) Documents and things put in evidence at a hearing shall, upon the request of the person who produced them, be released to the person by the Registration Committee within a reasonable time after the matter in issue has been finally determined. R.S.O. 1990, c. P.28, s. 19 (15).

### **Applicant**

(16) In this section,

“Applicant” means applicant for a licence or applicant for or holder of a temporary licence, a provisional licence, a limited licence or a certificate of authorization. R.S.O. 1990, c. P.28, s. 19 (16); 2001, c. 9, Sched. B, s. 11 (26).

### **Fiduciary, etc., relationship between corporation and client**

20. A corporation that holds a certificate of authorization has the same rights and is subject to the same obligations in respect of fiduciary, confidential and ethical relationships with each client of the corporation that exist at law between a member of the Association and his client. R.S.O. 1990, c. P.28, s. 20.

### **Appeal to court**

31.(1) A party to proceedings before the Registration Committee or the Discipline Committee may appeal to the Divisional Court, in accordance with the rules of court, from the decision or order of the committee.

### **Certified copy of record**

(2) Upon the request of a party desiring to appeal to the Divisional Court and upon payment of the fee therefore, the Registrar shall furnish the party with a certified copy of the record of the proceedings, including the documents received in evidence and the decision or order appealed from.

### **Powers of court on appeal**

(3) An appeal under this section may be made on questions of law or fact or both and the court may affirm or may rescind the decision of the committee appealed from and may exercise all powers of the committee and may direct the committee to take any action which the committee may take and as the court considers proper, and for such purposes the court may substitute its opinion for that of the committee or the court may refer the matter back to

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**REGISTRATION COMMITTEE (REC)**

	the committee for rehearing, in whole or in part, in accordance with such directions as the court considers proper. R.S.O. 1990, c. P.28, s. 31.		
<b>Terms of Reference [Key duties]:</b>	<b>Hearing by Registration Committee</b> 19(5) Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes success measures:</b>	<b>Due date:</b>
	Attend at hearings	100%	Ongoing
	Decision-Writing		
	- Decisions issued within 6 weeks:	70%	Ongoing
	- Decisions issued within 6 months:	95%	
	Attend at general meetings	70%	Ongoing
	Attend at training sessions	70%	Ongoing
	Participate on subcommittees	100%	Ongoing
	RFP for Independent Legal Counsel	N/A	N/A
	Update Rules of Procedure	100%	Updated to add new Rule 11
Update Registration Committee Handbook	100%	Completed	
New member orientation sessions	100%	Ongoing	
<b>Inter-Committee Collaboration:</b>	N/A		
<b>Stakeholders:</b>	N/A		

## COMMITTEE TERM LIMITS COMPLIANCE REPORT

**Purpose:** To update Council on the progress made by committees to comply with Council's directive that their Terms of Reference be revised to incorporate maximum term limits for the role of Chair, Vice Chair and Member.

**No motion required**

**Prepared by:** Fern Goncalves, Director, People Development

### 1. Status Update

At its meeting on September 23, 2016, Council passed motions regarding committee volunteer term limits, including:

*That Council direct all committees to revise their Terms of Reference in accordance with the Terms of Reference template as presented at the meeting at C-508-2.8, Appendix A, requiring committees to indicate the length of service and maximum term limits for chair, vice chair and members by March 31, 2017.*

*That Council direct People Development staff to conduct an annual compliance analysis of the implementation process, for review by the Advisory Committee on Volunteers, and forward a report to the Human Resources Committee.*

People Development conducted a compliance review of the 16 non-Board committees who were requested to comply with the Council directive.

In summary:

- Three committees achieved full compliance as their revised Terms of Reference were presented and approved by Council within the required timeline.
- Nine committees are submitting their revised Terms of Reference at the June meeting for Council review and approval, and one committee will submit at the September meeting.
- As yet, no submissions were received from three committees.

Attached is the Committee Term Limits Compliance Report.

### 2. Appendix

- **Appendix A – Committee Term Limits Compliance Report**



# Committee Term Limits Compliance Report

## Background:

- On October 4, 2016, an email was sent to Committee Advisors regarding a Council directive requiring committees to revise their Terms of Reference by establishing maximum term limits for the role of chair, vice chair and member.
- A total of 16 non-Board committees were requested to comply with the Council directive by March 31, 2017. Excluded from the list were: Fees Mediation Committee (ad hoc meetings only), PEO-OAA Joint Liaison Committee (inactive), Regional Congress Committees and Regional Election and Search Committees.
- This report was presented and reviewed by the Human Resources Committee on June 1, 2017.

## Gap Analysis Summary:

Update	No. of Committees	Committee Names
<u>FULL COMPLIANCE</u> Committee Terms of Reference revised and approved by Council	3	<ul style="list-style-type: none"> <li>• CESC – Central Election and Search Committee</li> <li>• LIC – Licensing Committee</li> <li>• VLCPC – Volunteer Leadership Conference Planning Committee</li> </ul>
<u>COMPLIANCE IN PROGRESS</u> Committee Terms of Reference revised, pending review and approval by Council at its: <ul style="list-style-type: none"> <li>• June meeting</li> <li>• September meeting</li> </ul>	9	<ul style="list-style-type: none"> <li>• ACV – Advisory Committee on Volunteers</li> <li>• CEDC – Consulting Engineer Designation Committee</li> <li>• EDU – Education Committee</li> <li>• EDC – Equity and Diversity Committee</li> <li>• ERC – Experience Requirements Committee</li> <li>• GLC – Government Liaison Committee</li> <li>• PSC – Professional Standards Committee</li> <li>• REC – Registration Committee</li> </ul>
	1	<ul style="list-style-type: none"> <li>• AWC – Awards Committee</li> </ul>
<u>NON-COMPLIANCE</u> No submission of revised committee Terms of Reference	3	<ul style="list-style-type: none"> <li>• ARC – Academic Requirements Committee</li> <li>• COC – Complaints Committee</li> <li>• DIC – Discipline Committee</li> </ul>

# Committee Term Limits Compliance Report

May 2017

Committee Name	Submitted revised Terms of Reference	Existing or Proposed 'Term Limit' wording	Council-approved revised T of R	Comments
<b>Academic Requirements Committee (ARC)</b>	No	<b>Existing wording:</b> <b>Chair:</b> The term as Chair is normally two years. <b>Vice Chair:</b> The term as Vice-Chair is normally two years. <b>Members:</b> Appointments are for three-year terms. There is no limit to the number of terms a member may sit on the ARC.	T of R last approved April 2010	No term limit for members
<b>Advisory Committee on Volunteers (ACV)</b>	Yes	<b>Proposed wording:</b> <b>Chair:</b> Maximum of 4 cumulative years, subject to annual renewal. <b>Vice Chair:</b> Elected annually. <b>Members:</b> Appointed annually for a one-year term, from January to December. <b>May be re-appointed to a maximum of 12 years.</b>	Pending	Reviewed by Council in Feb 2017
<b>Awards Committee (AWC)</b>	Yes	<b>Proposed wording:</b> <b>Chair:</b> Maximum of 3 cumulative years <b>Vice Chair:</b> Maximum of 3 cumulative years <b>Members:</b> Appointed annually for a one-year term, from January to December. <b>May be re-appointed to a maximum of 10 years. Under normal circumstances should be expected to retire from the committee for at least two years after continuous term of 10 years.</b>	Pending	Reviewed by Council in Feb 2017
<b>Central Election and Search Committee (CESC)</b>	Yes	<b>Approved wording:</b> <b>Chair:</b> Penultimate Past President, One year per section 12, Regulation 941. <b>Members:</b> <ul style="list-style-type: none"> <li>• Immediate Past President - One year per section 12, Regulation 941.</li> <li>• President - One year per section 12, Regulation 941.</li> <li>• Two or more other Members – maximum 3 consecutive one year terms subject to approval by Council.</li> </ul>	Yes	Approved by Council in Feb 2017
<b>Complaints Committee (COC)</b>	No	<b>Existing wording:</b> <b>Chair:</b> N/a <b>Vice Chair:</b> N/a <b>Members:</b> N/a	T of R last approved July 2006	Pending review by the committee

# Committee Term Limits Compliance Report

May 2017

Committee Name	Submitted revised Terms of Reference	Existing or Proposed 'Term Limit' wording	Council-approved revised T of R	Comments
<b>Consulting Engineer Designation Committee (CEDC)</b>	Yes	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> In accordance with the <i>Committees and Task Forces Policy</i>, the election of Chair and Vice Chair shall take place annually either at the last or first committee meeting of the calendar year. The Chair and Vice Chair are elected for a two-year term, both commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of four (4) consecutive years. <b>Past Chairs and Past Vice Chairs can remain on the committee beyond the 15-year limit for committee members until completion of their elected term.</b></p> <p><b>Members:</b> In accordance with the <i>Committees and Task Forces Policy</i>, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee <b>after a continuous term of fifteen (15) years. Two years after retirement they may be re-appointed to the committee. Two-thirds continuity of committee members is desirable.</b> At least every two years a new member joins the committee. If new members have not been found, committee members can remain on the committee until replacements are found.</p>	Pending	To be reviewed by ACV on May 25, 2017
<b>Discipline Committee (DIC)</b>	No	<p><b>Existing wording:</b></p> <p><b>Chair:</b> N/a  <b>Vice Chair:</b> N/a  <b>Members:</b> N/a</p>	T of R last approved Nov 2015	
<b>Education Committee (EDU)</b>	Yes	<p><b>Proposed wording:</b></p> <p><b>Chair:</b> In accordance with the <i>Committees and Task Forces Policy</i>, the election of Chair shall take place either at the last or first committee meeting of the calendar year. The Chair is elected for a one-year term, commencing in January. The Chair can be re-elected to serve a maximum of 3 consecutive terms. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired.</p> <p><b>Vice Chair:</b> In accordance with the <i>Committees and Task Forces Policy</i>, the election of Vice Chair shall take place either at the last or first committee meeting of the calendar year. The Vice Chair is elected for a one-year term, commencing in January. The Vice Chair can be re-elected to serve a maximum of 3 consecutive terms.</p>	Pending	To be reviewed by ACV on May 25, 2017

# Committee Term Limits Compliance Report

May 2017

Committee Name	Submitted revised Terms of Reference	Existing or Proposed 'Term Limit' wording	Council-approved revised T of R	Comments
		<p><b>Members:</b> Members are encouraged to grow their experience through the volunteer commitment to PEO.</p> <p>In accordance with the Committees and Task Forces Policy, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee for at least two years after continuous <b>term of ten (10) years</b>. Two-thirds continuity of committee members is desirable.</p>		
<p><b>Enforcement Committee (ENF)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> Chair and Vice-Chair positions are elected for a one-year term, from January – December, with the option for re-election for a maximum of three (3) consecutive terms.</p> <p><b>Members:</b> Committee members are appointed for a one-year term, from January – December. Members have the option to remain on the committee for a <b>maximum of ten (10) terms</b>. <b>A member may be renewed for an additional ten (10) years</b> or less subject to approval by the committee and final approval by Council.</p>	<p>Pending</p>	<p>To be reviewed by ACV on May 25, 2017</p>
<p><b>Equity and Diversity Committee (EDC)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> The Chair and Vice Chair are elected for a two-year term, commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of three consecutive terms; however, are only eligible to serve a third term if there are no other expressions of interest.</p> <p><b>Members:</b> Committee members are appointed annually by Council, from January to December, and can serve for a maximum of 10 cumulative years.</p>	<p>Pending</p>	<p>Reviewed by ACV in Dec 2016; to be reviewed by ACV on May 25, 2017</p>
<p><b>Experience Requirements Committee (ERC)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> The Chair and Vice-Chair are elected by the members of the Committee using a Committee approved procedure. The positions of Chair and Vice-Chair will be regularly elected for two years terms, both commencing in January of even numbered years. The Chair and the Vice-Chair can be re-elected one time, for a maximum of four consecutive years in the position.</p>	<p>Pending</p>	<p>To be reviewed by ACV on May 25, 2017</p>

# Committee Term Limits Compliance Report

May 2017

Committee Name	Submitted revised Terms of Reference	Existing or Proposed 'Term Limit' wording	Council-approved revised T of R	Comments
		<p><b>Members:</b> There are no term limits on the committee membership as the ERC is a working committee that relies heavily on the expertise and experience of its members in order to carry out its legislated mandate.</p>		
<p><b>Government Liaison Committee (GLC)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> The Chair and Vice-chair shall be appointed for a one-year term by the committee. The maximum term for Chair is 4 years.</p> <p><b>Members:</b> The length of term will be two years for each member. Members may be reappointed for another term, to a maximum of six years. When a member's term expires or a member resigns, Council (or the appointing party) will be asked to appoint a replacement(s).</p>	<p>Pending</p>	<p>Reviewed by ACV in Dec 2016</p>
<p><b>Licensing Committee (LIC)</b></p>	<p>Yes</p>	<p><b>Approved wording:</b></p> <p><b>Chair:</b> N/a <b>Vice Chair:</b> N/a</p> <p><b>Members:</b> With the exception of the LEC appointee (an annual appointment, since LEC members are appointed annually by Council), a term on this Committee is either two (2) or three (3) years, with the variation in term length designed to stagger turnover and ensure continuity. Committee members may be reappointed, but under normal circumstances, should be expected to retire from the committee for at least two years after a contiguous term of seven (7) years.</p>	<p>Yes</p>	<p>Approved by Council in Feb 2017</p>
<p><b>Professional Standards Committee (PSC)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair / Vice Chair:</b> In accordance with the Committees and Task Forces Policy, the election of Chair and Vice Chair shall take place either at the last or first committee meeting of the calendar year. The Chair and Vice Chair are elected by majority vote of the Committee. The Chair and Vice Chair are elected for a one-year term, both commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of 4 consecutive terms. To promote continuity, it is desirable that a former Vice Chair moves to the Chair's position, once the Chair's term of service is expired. Candidates for Chair and Vice Chair shall be nominated by members of the Committee at the meeting before.</p>	<p>Pending</p>	<p>To be reviewed by ACV on May 25, 2017</p>

# Committee Term Limits Compliance Report

May 2017

Committee Name	Submitted revised Terms of Reference	Existing or Proposed 'Term Limit' wording	Council-approved revised T of R	Comments
		<p><b>Members:</b> In accordance with the Committees and Task Forces Policy, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee for at least two years after having served the PSC for fifteen (15) terms. Two-thirds continuity of committee members is desirable.</p> <p>Existing members are grandfathered as of the date March 31, 2017.</p>		
<p><b>Registration Committee (REC)</b></p>	<p>Yes</p>	<p><b>Proposed wording:</b></p> <p><b>Chair:</b> The Chair is elected for a 2-year term with maximum of 3 consecutive terms. Notice of election is provided on meeting agenda. The election normally takes place at the first meeting of the year. Majority vote is required for the candidate to be elected.</p> <p><b>Vice Chair:</b> The Vice Chair is elected for a 2-year term with maximum of 3 consecutive terms. Notice of election is provided on meeting agenda. The election normally takes place at the first meeting of the year. Majority vote is required for the candidate to be elected.</p> <p><b>Members:</b> Given the mandate of the Registration Committee as a statutory committee that also functions as a tribunal and given the extensive professional development undertaken to develop the expertise required to sit as a tribunal member it is resolved that there should be no term limits imposed on Registration Committee members.</p>	<p>Pending</p>	<p>To be reviewed by ACV on May 25, 2017</p>
<p><b>Volunteer Leadership Conference Planning Committee (VLCPC)</b></p>	<p>Yes</p>	<p><b>Approved wording:</b></p> <p><b>Chair / Vice Chair:</b> The Chair and Vice Chair are elected annually and can serve a maximum of 2 cumulative years.</p> <p><b>Members:</b> Appointed members can serve on the committee for a maximum of 4 years.</p>	<p>T of R last approved in August 2015</p>	<p>Term limits already incorporated in T of R</p>

## COMMITTEE / TASK FORCE TERMS OF REFERENCE

**Purpose:** To approve committee Terms of Reference.

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

**That Council approve the revised Terms of Reference for the following committees, as presented to the meeting at C-513-2.12, Appendices A to H:**

- A. Advisory Committee on Volunteers (ACV)**
- B. Consulting Engineer Designation Committee (CEDC)**
- C. Education Committee (EDU)**
- D. Equity and Diversity Committee (EDC)**
- E. Experience Requirements Committee (ERC)**
- F. Government Liaison Committee (GLC)**
- G. Professional Standards Committee (PSC)**
- H. Registration Committee (REC)**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**Moved by:** Bob Dony, P.Eng., President and HRC Chair

### 1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

In accordance with the *Committees and Task Forces Policy – Reference Guide* (Sections 2.5 and 3.2), various committees submitted their respective Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. Predominantly, the Terms of Reference documents were revised to comply with the Council directive that committees implement term limits by the imposed March 21, 2017 deadline.

At its May 25, 2017 meeting, the ACV passed a motion to accept the Terms of Reference of the Consulting Engineer Designation Committee (CEDC), Education Committee (EDU), Equity and Diversity Committee (EDC), Experience Requirements Committee (ERC), Professional Standards Committee (PSC) and Registration Committee (REC). ACV also approved its revised Terms of Reference.

ACV did not accept the Enforcement Committee (ENF) Terms of Reference and provided feedback to the Chair that ENF's proposed 20-year term limit for members was not in keeping with the intent of Council's directive. The Terms of Reference for the Government Liaison Committee (GLC) were reviewed by ACV on December 1, 2016 and forwarded to GLC with suggested revisions, which were subsequently approved by the GLC Chair.

### 2. Proposed Action / Recommendation

That Council approve the submitted ACV, CEDC, EDU, EDC, ERC, GLC, PSC and REC Terms of Reference as presented.

### 3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website.

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• The ACV Terms of Reference were revised and approved by the committee at its meeting on January 12, 2017. The document was submitted for approval to Council in February 2017. Council had not approved ACV's proposed revised Terms of Reference and referred the document back to the committee. The second revision of the Terms of Reference document was approved by the ACV at their May 25, 2017.</li> <li>• The CEDC, EDU, EDC, ENF, ERC, PSC and REC Terms of Reference were submitted to People Development in March – May 2017.</li> <li>• The GLC Terms of Reference was submitted to People Development in November 2016.</li> </ul>
<b>Council Identified Review</b>	<b>N/a</b>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• In accordance with the <i>Committee and Task Force Policy – Reference Guide</i> (Sections 2.5 and 3.2), the Terms of Reference documents were submitted to the Advisory Committee on Volunteers (ACV) for review and comment. The ACV reviewed the documents at its December 1, 2016 and May 25, 2017 meetings.</li> </ul>

#### 5. Appendices

- Appendix A – Advisory Committee on Volunteers (ACV)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix B – Consulting Engineer Designation Committee (CEDC)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix C – Education Committee (EDU)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix D – Equity and Diversity Committee (EDC)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix E – Experience Requirements Committee (ERC)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix F – Government Liaison Committee (GLC)
  - i) Terms of Reference (changes are marked in [track changes](#))
- Appendix G – Professional Standards Committee (PSC)
  - i) Terms of Reference (changes are identified in grey highlight)
- Appendix H – Registration Committee (REC)
  - i) Terms of Reference (changes are identified in grey highlight)



# Advisory Committee on Volunteers (ACV)

## Terms of Reference

Issue Date:  
Approved by: Council

Review Date: May 25, 2017  
Review by: ACV

<p><b>Legislated and other Mandate approved by Council</b></p>	<p>To assist and advise committees in fulfilling their operational requirement under the policy.</p> <p>To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work Plans and Human Resources (HR) Plans.</p>
<p><b>Key Duties and Responsibilities</b></p>	<ol style="list-style-type: none"> <li>1. Assist committees/task forces in the preparation of mandates, Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>2. Maintain and provide tools and training, develop templates and guidelines for Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>3. Provide means to recognize volunteers and their employers.</li> <li>4. Host annual meeting of committee/task force chairs and staff advisors.</li> <li>5. Review and provide recommendation to Council on revisions to mandates, Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>6. Assist committee/task forces with preparation of the annual roster of committee members.</li> </ol>
<p><b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b></p>	<p>Minimum of seven members, maximum of ten. Membership should ensure abroad engagement with representation that reflects the association diversity including regional stakeholder groups. Experience should include depth and breadth and core competency and experience as detailed in the Human Resources (HR) Plan.</p> <p>Currently 10 members (all P.Engs) with experience as PEO volunteers at the Council, Committee and Chapter level.</p>
<p><b>Term Limits for Committee members, Chair and Vice Chair</b></p>	<p><b>Chair:</b> Maximum of 4 cumulative years, subject to annual renewal.</p> <p><b>Vice Chair:</b> Maximum of 4 cumulative years, subject to annual renewal.</p> <p><b>Members:</b> Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 12 years.</p>
<p><b>Qualifications and election of the Chair</b></p>	<p>The Chair must have a minimum of 1 term experience as a member of the committee. Other qualifications include availability of time and accessibility. The election of the Chair is in accordance with the <i>Committees and Task Forces Policy</i>.</p>
<p><b>Qualifications and election of the Vice Chair(s)</b></p>	<p>The election of the Vice Chair is in accordance with the <i>Committees and Task Forces Policy</i>, and is conducted after the election of the Chair.</p> <p>The Vice Chair must have a minimum of 1 term experience as a member of the committee. Other qualifications include availability of time and accessibility.</p>
<p><b>Duties of Vice Chair(s)</b></p>	<p>The Vice Chair will chair meetings in the absence of the chair and will perform such other duties on behalf of the committee as decided by the committee.</p>

# Advisory Committee on Volunteers (ACV)

## Terms of Reference

<b>Quorum</b>	50% of membership
<b>Meeting Frequency &amp; Time Commitment</b>	<p>The committee normally meets up to eight (8) times during the year, with normally one a teleconference. Members are expected to attend at least six (6) of these meetings.</p> <p>Some subcommittee work is expected outside regular committee meetings. Subcommittees require selected individuals to assume a leadership role.</p>
<b>Operational year time frame</b>	January - December
<b>Committee Advisor</b>	Director, People Development PEO

**Terms of Reference  
Consulting Engineer Designation Committee (CEDC)**

**C-513-2.12  
Appendix B**

**Issue Date: April 2010 (revised February 2, 2017)**  
**Approved by Council:**

**Review Date:**  
**Review by: Council**

<b>Legislated and other Mandate approved by Council</b>	<p>To make recommendations to Council respecting all matters relating to applications for designation and redesignation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941.</p> <p>The legislated mandate is as follows:</p> <p><b>56.</b> (1) The Council shall designate as a consulting engineer every applicant for the designation who,</p> <ul style="list-style-type: none"><li>(a) is a Member;</li><li>(b) is currently engaged, and has been continuously engaged, for not less than two years or such lesser period as may be approved by the Council, in the independent practice of professional engineering in Canada;</li><li>(c) has, since becoming a Member, had five or more years of professional engineering experience that is satisfactory to the Council;</li><li>(d) has passed the examinations prescribed by the Council or has been exempted therefrom, pursuant to subsection (2). R.R.O. 1990, Reg. 941, s. 56 (1); O. Reg. 402/07, s. 1.</li></ul> <p>(2) The Council may exempt an applicant from any of the examinations mentioned in clause (1) (d) where the Council is of the opinion that the applicant has appropriate qualifications. R.R.O. 1990, Reg. 941, s. 56 (2).</p> <p><b>57.</b> (1) Designation as a consulting engineer expires five years from the date of issuance of notice of the designation. R.R.O. 1990, Reg. 941, s. 57 (1).</p> <p>(2) The Council shall redesignate as a consulting engineer every applicant who,</p> <ul style="list-style-type: none"><li>(a) is a Member;</li><li>(b) is currently engaged in the independent practice of professional engineering in Canada; and</li><li>(c) has during the five years since the date of issue of the applicant's most recent designation as a consulting engineer had professional engineering experience satisfactory to the Council. R.R.O. 1990, Reg. 941, s. 57 (2); O. Reg. 402/07, s. 2.</li></ul> <p><b>58.</b> The Registrar, upon the granting or refusing of an application for a designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <ul style="list-style-type: none"><li>(a) that the applicant has or has not been granted a designation or redesignation as a consulting engineer, as the case may be; and</li><li>(b) in the case of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 58.</li></ul> <p><b>59.</b> A Member who has been designated or redesignated as a consulting engineer may use the title "consulting engineer" or a variation thereof approved by Council from time to time so long as the Member is in the independent practice of professional engineering and the designation or redesignation is valid. R.R.O. 1990, Reg. 941, s. 59.</p> <p><b>60.</b> For the purpose of this Regulation, a Member shall be deemed to be in the independent practice of professional engineering if the Member,</p>
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**Terms of Reference**  
**Consulting Engineer Designation Committee (CEDC)**

(a) holds a certificate of authorization and is primarily engaged in offering or providing services within the practice of professional engineering to the public; or

(b) is a partner in or employee of a holder of a certificate of authorization, is designated in the application for the certificate as a person who will assume responsibility for and supervise the services of the holder that are within the practice of professional engineering and is primarily engaged in offering or providing, on behalf of the holder, services within the practice of professional engineering to the public. R.R.O. 1990, Reg. 941, s. 60.

**61.** (1) The Consulting Engineer Designation Committee is continued. R.R.O. 1990, Reg. 941, s. 61 (1).

(2) The Consulting Engineer Designation Committee may make recommendations to the Council in respect of all matters relating to applications for designation as a consulting engineer including, without limitation,

(a) the standards to be applied;

(b) procedures for and the form and content of examinations;

(c) the qualifications of applicants;

(d) the exemption of applicants from examinations; and

(e) the length of time engaged in independent practice required. R.R.O. 1990, Reg. 941, s. 61 (2).

**62.** (1) The Consulting Engineer Designation Committee shall consist of a chair, vice-chair and such other Members as are appointed by the Council. R.R.O. 1990, Reg. 941, s. 62 (1).

(2) A majority of the members of the Consulting Engineer Designation Committee must be designated consulting engineers. R.R.O. 1990, Reg. 941, s. 62 (2).

(3) The Consulting Engineer Designation Committee may, from time to time, appoint one or more subcommittees to assist it in carrying out any of its functions and to make recommendations to it with respect thereto. R.R.O. 1990, Reg. 941, s. 62 (3).

(4) The majority of the members of a subcommittee of the Consulting Engineer Designation Committee must be designated consulting engineers. R.R.O. 1990, Reg. 941, s. 62 (4).

(5) The chair of a subcommittee of the Consulting Engineer Designation Committee must be a member of the Consulting Engineer Designation Committee. R.R.O. 1990, Reg. 941, s. 62 (5).

**63.** An applicant for designation as a consulting engineer shall, if requested, appear personally before the Council or the Consulting Engineer Designation Committee or a subcommittee thereof. R.R.O. 1990, Reg. 941, s. 63.

**64.** (1) Where the Council has refused an application for designation as a consulting engineer, the applicant may, within thirty days of the date of receipt of notice of the refusal, request that the Council reconsider the application together with such additional information as is submitted by the applicant. R.R.O. 1990, Reg. 941, s. 64 (1).

(2) Upon receipt of a request from an applicant pursuant to subsection (1), the Council shall reconsider the application, taking into account the additional information, if any, submitted by the applicant with the request. R.R.O. 1990, Reg. 941, s. 64 (2).

(3) Upon the reconsideration, the Council may make findings of fact by such standards of proof as are commonly relied upon by reasonable and prudent

**Terms of Reference  
Consulting Engineer Designation Committee (CEDC)**

	<p>persons in the conduct of their own affairs and may refer the matter to and accept recommendations from such holders of licences or committee of holders of licences as it considers appropriate in the circumstances. R.R.O. 1990, Reg. 941, s. 64 (3).</p> <p><b>65.</b> The Registrar upon the granting or refusing of an application for reconsideration of an application for designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <p style="padding-left: 40px;">(a) that the prior refusal of designation or redesignation as a consulting engineer has been confirmed or that the application for designation or redesignation as a consulting engineer has been granted, as the case may be; and</p> <p style="padding-left: 40px;">(b) in the case of a confirmation of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 65.</p> <p><b>66.</b> An applicant for designation or redesignation as a consulting engineer who has been refused the designation by Council is not entitled to reapply therefor for a period of twelve months after,</p> <p style="padding-left: 40px;">(a) The date of receipt of notice of the refusal of the Council; or</p> <p style="padding-left: 40px;">(b) In the case of reconsideration by Council, the date of receipt of notice of the refusal of the Council upon the reconsideration. R.R.O. 1990, Reg. 941, s. 66.</p> <p><b>67.</b> Only a Member designated by the Council may use the title "consulting engineer" or a variation thereof approved by the Council from time to time. R.R.O. 1990, Reg. 941, s. 67.</p>
<p><b>Key Duties and Responsibilities</b></p>	<p>CEDC is appointed by Council.</p> <p>CEDC reports to Council through the CEO/Registrar and/or Council Liaison.</p> <p>CEDC reports regularly (four times each year) regarding mandate to Council as per Regulation.</p> <p><b>Type of Committee:</b></p> <ol style="list-style-type: none"> <li>1. Policy committee on regulatory matters.</li> <li>2. Operational committee on regulatory matters (legislated).</li> </ol> <p><b>Success Measurements of Key Duties and Responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Increased recognition of CED by governments, client groups and the public.</li> <li>2. Interpretative guideline is current and relevant.</li> </ol> <p>The Chair shall submit an annual report, not later than January 15<sup>th</sup> of each year to the CEO/Registrar of the activities of the Committee.</p> <p>By September 30<sup>th</sup> of each year, CEDC shall prepare an annual work plan for the following year. The work plan will include anticipated outcomes, deliverables, and a continuous improvement component. This will be presented to Council at the following January meeting.</p>
<p><b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b></p>	<p>Approximately 10 members, with reasonable geographic representation across Ontario; the majority must be designated consulting engineers. Should have at least 15 years engineering experience after graduation; chair and vice-chair are appointed by Council; at least two-thirds continuity desirable.</p>

**Terms of Reference**  
**Consulting Engineer Designation Committee (CEDC)**

	<p><b>Recruitment of New Committee Members</b></p> <p>The committee is to assist People Development in the recruitment of new committee members to ensure wide discipline and reasonable geographic representation based on applications received.</p>
<p><b>Term Limits for Committee members, Chair and Vice Chair</b></p>	<p><b>Chair and Vice Chair:</b> In accordance with the <i>Committees and Task Forces Policy</i>, the election of Chair and Vice Chair shall take place annually either at the last or first committee meeting of the calendar year. The Chair and Vice Chair are elected for a two-year term, both commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of four (4) consecutive years. Past Chairs and Past Vice Chairs can remain on the committee beyond the 15-year limit for committee members until completion of their elected term.</p> <p><b>Committee Members:</b> In accordance with the <i>Committees and Task Forces Policy</i>, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee after a continuous term of fifteen (15) years. Two years after retirement they may be re-appointed to the committee. Two-thirds continuity of committee members is desirable. At least every two years a new member joins the committee. If new members have not been found, committee members can remain on the committee until replacements are found.</p>
<p><b>Qualifications and election of the Chair</b></p>	<p>Should have at least 15 years engineering experience after graduation; be a designated Consulting Engineer; and have been a member of CEDC for at least 2 years. In January of each year, a chair is elected by CEDC and recommended to Council for appointment.</p>
<p><b>Qualifications and election of the Vice Chair(s)</b></p>	<p>Should have at least 15 years engineering experience after graduation; be a designated Consulting Engineer; and have been a member of CEDC for at least 2 years. In January of each year, a vice-chair is elected by CEDC and recommended to Council for appointment. The vice-chair is not automatically appointed as Chair.</p>
<p><b>Duties of Vice Chair(s)</b></p>	<p>Specific duties of the vice chair(s) are, for example, chairing meetings in the chair's absence.</p>
<p><b>Quorum</b></p>	<p>A quorum of at least 3 representatives of the 5 regional subcommittees must be present (including participation by teleconference) to have the meeting's decision(s) recorded as binding.</p>
<p><b>Meeting Frequency &amp; Time Commitment</b></p>	<p>The Committee expects to meet four times during the year for a full day meeting during the week at the PEO offices. In addition, members are encouraged to attend four regional sub-committee meetings per year in advance of the Committee meetings.</p>
<p><b>Operational year time frame</b></p>	<p>January - December</p>
<p><b>Committee Advisor</b></p>	<p>Faris Georgis, P.Eng. – Manager, Registration</p>

## Terms of Reference Education Committee (EDU)

**Issue Date:**  
**Approved by:**

**Review Date:**  
**Review by: Council**

<b>Legislated and other Mandate approved by Council</b>	<p>Whereas, there has been a recent declining interest among students in STEM-related careers, and whereas, identified root causes for this decline include image of science, perception of careers, curriculum, teacher experience and gender-based perceptions, therefore, the Education Committee (EDU) commits:</p> <ul style="list-style-type: none"> <li>• To be a leader and value-added influence in the development of education policy, curriculum, and outreach such that high school graduates will have the necessary knowledge, skill, and motivation to succeed in an engineering program.</li> <li>• To support PEO's Envisioned Future (Source: "PEO Envisioned Future", C-459-6.6, Appendix A, approved by Council Sept. 2009) as it relates to "Public awareness of the role of the Association" (PEA Sect 2 (4)4 – <i>Additional Object</i>).</li> <li>• To "support and encourage public information and interest in the past and present role of professional engineering in society" in PEA Sect 8(20).</li> </ul>
<b>Key Duties and Responsibilities</b>	<p>The EDU Key Duties and Responsibilities are to support the PEO Envisioned Future and are an important portion of the EDU Terms of Reference. EDU addresses science, math and technology literacy and other educational issues of relevance to PEO leading up to (but not including) the University / College educational level. The key duties of the Education Committee are:</p> <p>1.0 <b>Chapters:</b> Provide support for PEO Chapters to achieve their education outreach goals. The PEO Education committee plans and helps PEO chapters implement valuable learning activities for aspiring engineers, which aids the long-term health of the profession.</p> <p>2.0 <b>Equity and Diversity:</b> Ensure that principles of equity and diversity are reflected in key activities (i.e. French translations of booklets and brochures) supported by the committee.</p> <p>3.0 <b>Guidance to PEO Council</b> on education-related policy: Research and articulate proposed positions on elementary and secondary school education - mathematics, sciences and technology in particular and recommend same to Council. In addition, research and articulate proposed positions on continuing competence training for professional engineers.</p> <p>4.0 <b>Strategic Relationships:</b> Establish productive relationships with other organizations whose objects are complimentary.</p> <p>5.0 <b>Program Development:</b></p> <ul style="list-style-type: none"> <li>• To increase public awareness of the engineering profession by educating Ontarians on the important roles and valuable contributions of professional engineers and of the self-regulating engineering profession in society.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ <i>One key input to the overall PEO “regulatory” process is elementary and secondary education (with particular emphasis on STEM education in the academic preparation for aspiring engineers).</i></li> <li>• To encourage STEM education from an early age as a matter of sound public policy. <ul style="list-style-type: none"> <li>➤ <i>Elementary and secondary engineering education is very important to PEO in the overall context of public safety and protecting the public interest.</i></li> </ul> </li> <li>• To encourage and assist young people in making informed career choices related to science, technology, and engineering. <ul style="list-style-type: none"> <li>➤ <i>PEO needs to be certain that there remains a steady flow of talented and skilled individuals into the regulatory framework for engineers in order to keep society safe and are necessary conditions for the continued existence of a self-regulating engineering profession which promotes a viable economy in Ontario.</i></li> </ul> </li> <li>• To advise government and the public on educational requirements (e.g. curriculum) for the knowledge economy in general and for engineering in particular.</li> </ul> <p>This may include (but is not limited to) the following:</p> <p>5.1 <b>Reaching out to the public</b> - Support holding public events that promote awareness of and the importance of science, technology, engineering and math education (STEM).</p> <p>5.2 <b>Reaching out to the teachers</b> - Support holding information sessions for teachers (as required).</p> <p>5.3 <b>Hard skills development</b> – Focus on “Thinking Skills” and “Lifelong Learning” as the key essential skills for our future engineers.</p> <p>5.4 <b>Soft skills development</b> - Focus on Integrity, Work Ethic, Teamwork and Accountability as crucial work habits for our future engineers.</p>
<p><b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b></p>	<p>a) <b>Committee Chair:</b> Elected by EDU committee members and approved by Council.</p> <p>b) <b>Vice-Chair:</b> Elected by EDU committee members to meet the key duties and responsibilities of the committee.</p> <p>c) <b>Members:</b> Members must have an interest in pre-university education and in providing tools for use by the larger engineering population, such as Chapters. The size of the committee is between 7 and 11 members (including 1 student representative). In November of each year a roster of members shall be presented for council’s approval. After Council has approved the annual roster, committees may change members without Council approval; however, the changes must be approved by the CEO/Registrar. As per policy, the CEO/Registrar shall inform Council of any in-year changes.</p> <p>d) <b>Sub-committees:</b> Committees may appoint subcommittees to assist in completing their work. Sub-committees operate under the guidance of the committee chair. Rosters of subcommittee members shall be maintained. Sub-committee members do not have to be members of the full committee,</p>



	<p>or even members of PEO; however, the subcommittee chair should be a member of the committee to ensure continuity and a communication link. The committee's annual roster should also contain a list of subcommittee members. As per policy, the committee should notify the CEO/Registrar of any in-year changes to ensure appropriate insurance coverage.</p> <p>e) <b>Meeting attendance policy:</b> Members may be removed from the Committee after three (3) successive meetings has been missed where no regrets have been sent and no reports have been submitted.</p> <p>f) The committee works closely with PEO chapter education coordinators.</p>
<p><b>Qualifications and election of the Chair</b></p>	<p>In accordance with the <i>Committees and Task Forces Policy</i>, the election of Chair shall take place either at the last or first committee meeting of the calendar year. The Chair is elected for a one-year term, commencing in January. The Chair can be re-elected to serve a maximum of 3 consecutive terms. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired.</p> <p>Election will be handled by voting (simple majority of attendees). The Chair must be a member of PEO and in good standing.</p> <p>The Chair is appointed by Council, based on their skill and experience to run the committee. Succession planning should be considered in the appointment of a new Chair.</p> <p>Elected committee chairs must be approved by Council prior to their officially taking office as chair. Chairs elected, but not confirmed by Council, may act as chair-designate in order for the work of the committee to continue.</p> <p><b>Annual Work Plan:</b> By September 30<sup>th</sup> of each year, the Chair, shall prepare a committee-approved annual work plan for the following year. The work plan will include milestones, anticipated outcomes, deliverables, and a continuous improvement component. This will be presented to Council at the following January meeting.</p> <p><b>Reports:</b> The Chair shall collaborate with the Council Liaison and Committee Advisor in preparation of brief written reports on committee activities for Council meetings as required.</p>
<p><b>Qualifications and election of the Vice Chair(s)</b></p>	<p>In accordance with the <i>Committees and Task Forces Policy</i>, the election of Vice Chair shall take place either at the last or first committee meeting of the calendar year. The Vice Chair is elected for a one-year term, commencing in January. The Vice Chair can be re-elected to serve a maximum of 3 consecutive terms.</p>
<p><b>Duties of Vice Chair(s)</b></p>	<p>To act as a sounding board for Chair, budget watchdog, trainer and guide for new members, participate in succession planning, chair meetings in absence of Chair.</p>
<p><b>Term Limits for Committee members</b></p>	<p>Members are encouraged to grow their experience through the volunteer commitment to PEO.</p> <p>In accordance with the <i>Committees and Task Forces Policy</i>, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire</p>

	<p>from the committee for at least two years after continuous term of ten (10) years. Two-thirds continuity of committee members is desirable.</p>
<b>Quorum</b>	50% of the total committee membership plus 1.
<b>Meeting Frequency &amp; Time Commitment</b>	<p>Approximately 6-8 full committee meetings per year (or greater as required) with 4-6 face-to-face meetings scheduled annually. PEO sponsored teleconferencing is possible. Each meeting is approximately 2 hours in length.</p> <p>Total time commitment per member is about 5 hours per month, totaling about 60 hours per year.</p> <p>Sub-committees will periodically meet via PEO sponsored teleconferencing.</p> <p>Other communication is primarily via email.</p> <p>Motions may be made and approved by email, subject to the motion being later ratified at a committee meeting and recorded in the meeting minutes.</p>
<b>Operational year time frame</b>	January to December of a given year.
<b>Committee advisor</b>	<p>Tracey Caruana, P.Eng. Manager, Engineering Intern Programs</p>

## Terms of Reference

### Equity and Diversity Committee (EDC)

Issue Date: October 10, 2007  
Approved by:

Review Date: March 29, 2017  
Review by:

<p><b>Legislated and other Mandate approved by Council</b></p>	<p>Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO. [DATE APPROVED BY COUNCIL – February 27, 2004]</p>
<p><b>Key Duties and Responsibilities</b></p>	<ol style="list-style-type: none"> <li>1. Develop an Equity and Diversity policy.</li> <li>2. Recommend mechanisms to ensure:             <ol style="list-style-type: none"> <li>a) there are no groups excluded from the structural life of PEO and communicate PEO's clear commitment to the values and principles of equity and diversity.</li> <li>b) that regulatory procedures for licensing, complaints, discipline and enforcement, and all PEO meetings and communications with members and the public, reflect the values set out in PEO's Equity and Diversity policy.</li> <li>c) there is equity and diversity training for committee members, PEO staff, Councillors, Chapter executives and other volunteers.</li> </ol> </li> <li>3. Recommend mechanisms to monitor compliance and effectiveness of the PEO's Equity and Diversity policy</li> <li>4. Through PEO publications and materials, inform engineers in the diverse groups about services available and their rights and obligations, and inform engineers about the contributions of the diverse groups to the building of the profession.</li> <li>5. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</li> <li>6. Provide a forum for the diverse groups to raise concerns</li> <li>7. Encourage members of the diverse groups to consider engineering as a career profession.</li> <li>8. Prepare an annual report on <i>PEO's Equity and Diversity Initiatives</i>.</li> </ol>
<p><b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b></p>	<p>There shall be no more than 9 members, reflecting the diversity and demographics of the profession, but having a balance so that the views of the diverse groups and the membership at large are adequately represented. Representation of minority and under-represented groups will draw upon the fullest possible range of skills and support from members and staff to meet the needs of a diverse group of stakeholders.</p>
<p><b>Term Limits for Committee members, Chair and Vice Chair</b></p>	<ul style="list-style-type: none"> <li>• Committee members are appointed annually by Council, from January to December, and can serve for a maximum of 10 cumulative years.</li> <li>• The Chair and Vice Chair are elected for a two-year term, commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of three consecutive terms; however, are only eligible to serve a third term if there are no other expressions of interest.</li> </ul>

<b>Qualifications and election of the Chair</b>	<p>The Chair is elected by majority vote of the Committee for a two (2) year term renewable at the discretion of the Committee. The candidate for the Chair shall have been a member of the Committee for a minimum of two years. Elections shall be held at last meeting of the year or at the first meeting after Council approves the slate of committee members for the next year.</p> <p>Candidates for Chair shall be nominated by members of the Committee at the meeting before the last meeting of the year.</p>
<b>Qualifications and election of the Vice Chair(s)</b>	<p>The Vice Chair is elected by majority vote of the Committee for a two (2) year term renewable at the discretion of the Committee.</p>
<b>Duties of Vice Chair(s)</b>	<p>Other than chairing meetings in the absence of the chair there are no specific duties for the Vice Chair.</p>
<b>Quorum</b>	<p>In accordance with Wainberg’s Society meetings, quorum is 50 percent + one of the committee membership, including the Chair.</p>
<b>Meeting Frequency &amp; Time Commitment</b>	<p>The committee normally meets up to six (6) times during the year. Members are expected to attend at least four (4) of these meetings. Some sub-committee work is expected outside of formal committee meetings to prepare and review committee-related documents.</p>
<b>Operational year time frame</b>	<p>Calendar year (January to December)</p>
<b>Committee Advisor</b>	<p>Fern Gonçalves, Director, People Development</p>

**Experience Requirements Committee - ERC**  
**Terms of Reference**

**Issue Date: September 30, 2015**

**Review Date: February 2, 2017**

**Approved by: Experience Requirements  
Committee**

**Review by: Manager, Licensure**

<p><b>Legislated and other Mandate approved by Council</b></p>	<p>To assess the experience of applicants as required:</p> <ul style="list-style-type: none"> <li>(a) to determine if experience under the Regulations has been met;</li> <li>(b) to recommend to the ARC how experience should be taken into account in assigning of examinations;</li> <li>(c) to interview applicants where there is a question of the ability to communicate effectively in English; and</li> <li>(d) in the case of reinstatement – to assess applicant’s knowledge and understanding of the current laws and standards governing the practice of professional engineering</li> </ul> <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council)</p>
<p><b>Key Duties and Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Review and evaluate the experiential qualifications of applicants</li> <li>• Review, evaluate, recommend and make policies and procedures pertaining to ERC’s mandate</li> <li>• Interact with the Academic Requirements Committee (ARC) on issues of commonality and interest.</li> </ul>
<p><b>Success Measurements of Key Duties and Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Timely and appropriate advice to the Registrar.</li> <li>• Monthly approval of ERC Interview recommendations.</li> <li>• Ensuring that the public interest is served and protected.</li> </ul>
<p><b>Type of Committee</b></p>	<p>Operational committee on regulatory matters (legislated)</p>
<p><b>Responsible Authority</b></p>	<p>Council</p>
<p><b>Constituency &amp; Qualifications of Committee Members</b></p>	<p>Minimum seven members of the Association, including chair and immediate past chair. Two-thirds continuity is desired as a minimum; all traditional engineering disciplines to be represented. Council representation may also be included. Members are appointed annually by Council on the consideration that the proportion of the engineering disciplines represented is to be approximately same as</p>

	that for the applications to be considered. Members should have at least ten years of experience as an engineer.
<b>Term Limits for Committee members, Chair and Vice Chair</b>	<p><b><u>Term Limits for Chair and Vice Chair:</u></b> The Chair and Vice-Chair are elected by the members of the Committee using a Committee approved procedure. The positions of Chair and Vice-Chair will be regularly elected for two years terms, both commencing in January of even numbered years. The Chair and the Vice-Chair can be re-elected one time, for a maximum of four consecutive years in the position.</p> <p><b><u>Term Limits for Committee members:</u></b> There are no term limits on the committee membership as the ERC is a working committee that relies heavily on the expertise and experience of its members in order to carry out its legislated mandate.</p>
<b>Recruitment of New Committee Members</b>	The committee assists Human Resources in the recruitment of new committee members to ensure wide discipline representation based on applications received, especially in the non-traditional disciplines.
<b>Quorum</b>	According to the Regulations Section 41 (1) three members constitute a quorum
<b>Reporting Requirements</b>	The Chair shall submit an annual report, not later than January 15 <sup>th</sup> of each year to the Council. The ERC members shall provide notes on each experiential assessment in the file for individual applicants.
<b>Meeting Frequency &amp; Time Commitment</b>	There are 6 regular meetings for the Committee as a whole where a small fraction of the membership (those that have the time available) shows up. These meetings are really not the core function of the committee which is to conduct individual interviews with applicants. At these business meetings, policies and procedures are reviewed as well as any additional issues related to the work of the ERC.
<b>Committee Advisor</b>	Deputy Registrar, Licensing & Registration
<b>Staff Support</b>	Manager, Licensure

**Terms of Reference  
Government Liaison Committee (GLC)**

**Issue Date:**  
**Review by: Council**

**Review Date:**  
**Responsible Authority: Council**

<b>Mandate</b>	To provide oversight and guidance for the PEO Government Liaison Program (GLP).
<b>Key Duties and Responsibilities</b>	<p>For matters related to its mandate, the committee shall:</p> <ol style="list-style-type: none"> <li>1. Monitor and evaluate regulatory issues requiring liaison with the government and advise Council on strategic initiatives to effect such liaison.</li> <li>2. Coordinate the activities of the Government Liaison Program.</li> <li>3. Coordinate with other government relations initiatives within the engineering profession.</li> <li>4. Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.</li> <li>5. Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.</li> <li>6. Establish, receive and review reports from PEO committees as it considers appropriate.</li> <li>7. Enhance Government Outreach.</li> <li>8. Develop, monitor and review its work plan annually</li> </ol>
<b>Constituency &amp; Qualifications of Committee/Task Force Members</b>	<p>The committee will be composed of the following <u>eleven</u> members.</p> <ul style="list-style-type: none"> <li>• Member of the Regional Councillors Committee (recommended by Regional Councillors Committee)</li> <li>• <del>Lieutenant Governor Appointee member</del> Member of Council</li> <li>• <del>Two active members of a chapter who have experience with GLP or government relations or public policy. Chapter GLP Chairs (recommended by the Chapter Manager)</del></li> <li>• A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers)</li> <li>• P.Eng. active in a Riding Association <del>(recommended by GLP Consultant)</del></li> <li>• P.Eng. member of the Ontario Society of Professional Engineers<sup>2</sup> (OSPE) <del>Political Action Network</del> (recommended by OSPE)</li> <li>• P.Eng. <del>representative of member of</del> Engineers Canada's <del>Bridging Engineers and Government Program</del> (recommended by Engineers Canada)</li> <li>• <del>Director of the Ontario Centre of Engineering and Public Policy</del></li> </ul>

	<ul style="list-style-type: none"> <li>• P.Eng. member of the Consulting Engineers of Ontario (recommended by CEO)</li> <li>• Student representative</li> <li>• EIT representative</li> </ul> <p>The President and the President-elect are ex-officio members, as required by section 30(3) of By-Law No.1. In addition the CEO/Registrar and the GLP consultant shall be ex-officio members.</p>
<b>Qualifications and election of the Chair and Vice Chair</b>	<p>The Chair and Vice-chair shall be members of the committee.</p> <p>The Chair and Vice-chair shall be appointed for a <del>two</del><u>one</u>-year term by the committee. <u>The maximum term for Chair is 4 years.</u></p>
<b>Council Liaison</b>	<p>One of the members of Council on the committee shall be appointed as Council Liaison by the committee and shall regularly report to Council with respect to its activities and decisions.</p>
<b>Term Limits for Committee members</b>	<p>The length of term will be two years for each member. Members may be reappointed for <del>an additional two a second</del> terms, <u>to a maximum of six years.</u> When a member's term expires or a member resigns, Council <u>(or the appointing party)</u> will be asked to appoint a replacement(s).</p>
<b>Quorum</b>	<p>Per Weinberg's Rules (a majority of members).</p>
<b>Meeting Frequency &amp; Time Commitment</b>	<p>The committee will meet at least four times a year. Meetings may be held by teleconference. Meetings are expected to last approximately two hours.</p>
<b>Operational year time frame</b>	<p>January - December</p>
<b>Committee Advisor</b>	<p>Manager <del>Student Programs</del><u>Government Liaison Program</u></p>



**Terms of Reference  
Professional Standards Committee (PSC)**

**Issue Date: March 30, 2010**  
**Approved by Council: April 2010**

**Review Date: March 7, 2017**  
**Review by: Council**

<p><b>Legislated and other Mandate approved by Council</b></p>	<p>There are no specific powers assigned to this committee by the Professional Engineers Act, Regulation 941/90 or By-Law 1.</p> <p>The mandate of the committee is to fulfill that part of the second of the additional objects of the Act dealing with establishing, maintaining and developing standards of practice:</p> <p><i>2(4) For the purpose of carrying out its principal object, the Association has the following additional objects:</i></p> <p><i>2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.</i></p>
<p><b>Key Duties and Responsibilities</b></p>	<p>To review, recommend and provide advice to Council and members on matters pertaining to professional practice, including performance standards, forms of agreement and standards of practice.</p> <p>To make recommendations on issues affecting employee engineers and their employers in matters of professional practice.</p> <p>To provide guidance on professional practice issues.</p> <p>To develop professional practice guidelines.</p> <p>To review, recommend and provide advice to Council with respect to establishing and maintaining standards of practice for all areas of professional engineering.</p> <p>To establish working groups of knowledgeable practitioners to provide input on legislative changes or public policy affecting engineering practice.</p>
<p><b>Constituency &amp; Qualifications of Committee/Task Force Members</b></p>	<p>Approximately 12 members including at least one councillor. All committee members shall be members of the association in good standing, representing a broad spectrum of sectors (consulting, construction, manufacturing, transportation, government, utilities, etc.). Ex-officio status may be granted to other persons for special purposes. Members should have at least 10 years demonstrated professional engineering experience at intermediate or senior levels in their field of practice.</p> <p>It is desirable that PSC members be a subcommittee member prior to appointment to the PSC.</p> <p>None of the positions are filled according to a legislated requirement.</p> <p>Subcommittees are created as required to develop guidelines and professional standards. Proposals for new guidelines and standards are presented to PSC and, if accepted, terms of reference are prepared. After terms of reference are accepted by PSC they are submitted to Council for approval. If approved, staff advisor in conjunction with volunteer management solicits PEO membership for volunteers to serve on the subcommittee. The volunteers for guideline and standard</p>

	subcommittees must be current practitioners in the area of engineering covered by the standard or guideline. It is desirable for a member of the PSC to be appointed as chair of the subcommittee.
<b>Qualifications of the Chair</b>	The candidate for the Chair shall have been a member of the Committee for a minimum of two years.
<b>Qualifications of the Vice Chair(s)</b>	The candidate for the Vice-Chair shall have been a member of the Committee for a minimum of two years.
<b>Duties of Vice Chair(s)</b>	Other than chairing meetings in the absence of the chair there are no specific duties for the Vice Chair.
<b>Term Limits for Committee Chair and Vice Chair</b>	In accordance with the Committees and Task Forces Policy, the election of Chair and Vice Chair shall take place either at the last or first committee meeting of the calendar year. The Chair and Vice Chair are elected by majority vote of the Committee. The Chair and Vice Chair are elected for a one-year term, both commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of 4 consecutive terms. To promote continuity, it is desirable that a former Vice Chair moves to the Chair's position, once the Chair's term of service is expired. Candidates for Chair and Vice Chair shall be nominated by members of the Committee at the meeting before.
<b>Term Limits for Committee members</b>	In accordance with the Committees and Task Forces Policy, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee for at least two years after having served the PSC for fifteen (15) terms. Two-thirds continuity of committee members is desirable. Existing members are grandfathered as of the date March 31, 2017.
<b>Quorum</b>	In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's/task force's membership present at the meeting except as adapted by Council through special rules. This threshold applies to all committee/task force decisions including concurrence sought by email or any other non-face-to-face correspondence.
<b>Meeting Frequency &amp; Time Commitment</b>	<p>The committee will meet face-to-face approximately 10 times a year; there are generally no meetings during July and August. Any member unable to attend the meeting in person can join by phone. The meetings are scheduled for approximately 3 hours (5:00 p.m. to 8:00 p.m.). Members are expected to be familiar with documents distributed prior to the meeting which should take approximately 1 -2 hours. They may also be required to undertake occasional assignments such as drafting letters, collecting information, reviewing and commenting on documents prepared by external bodies such as CCPE.</p> <p>When necessary members of the PSC may be asked to join subcommittees responsible for preparing guidelines, generally as the chair of the subcommittee. The member may need to devote ten to twenty hours to develop terms of reference for the subcommittee. Normally, the subcommittees have one or two 3-hour meetings a month for several months scheduled at discretion of the chair with input from the members. Subcommittee members will be expected to devote 2-5 hours between meetings preparing, editing, reviewing and commenting on guideline drafts.</p>

<b>Operational year time frame</b>	January-December
<b>Committee advisor</b>	José Vera, P. Eng. Manager, Practice and Standards

**Terms of Reference  
Registration Committee (REC)**

**Issue Date:** November 25, 2011  
**Approved by Council:**

**Review Date:** October 24, 2016  
**Review by:** Registration Committee

<b>Legislated and Other Mandate Approved by Council</b>	<p><b>Notice of proposal to revoke or refuse to renew</b></p> <p><u>19.(1)</u> Where the Registrar proposes,</p> <p>(a) to refuse to issue a licence; or (b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization, The Registrar shall serve notice of the proposal, together with written reasons therefore, on the applicant. R.S.O. 1990, c. P.28, s. 19 (1); 2001, c. 9, Sched. B, s. 11 (22).</p> <p><b>Exception</b></p> <p><u>(2)</u> Subsection (1) does not apply in respect of a proposal to refuse to issue a licence, a temporary licence, a provisional licence or a limited licence where the applicant previously held a licence, a certificate of authorization, a temporary licence, a provisional licence or a limited licence that was suspended or revoked as a result of a decision of the Discipline Committee. 2001, c. 9, Sched. B, s. 11 (23).</p> <p><b>Notice</b></p> <p><u>(3)</u> A notice under subsection (1) shall state that the applicant is entitled to a hearing by the Registration Committee if the applicant mails or delivers, within thirty days after the notice under subsection (1) is served on the applicant, notice in writing requiring a hearing by the Registration Committee and the applicant may so require such a hearing. R.S.O. 1990, c. P.28, s. 19 (3).</p> <p><b>Power of Registrar where no hearing</b></p> <p><u>(4)</u> Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19 (4).</p> <p><b>Hearing by Registration Committee</b></p> <p><u>(5)</u> Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).</p> <p><b>Continuation on expiry of committee membership</b></p> <p><u>(6)</u> Where a proceeding is commenced before the Registration Committee and the term of office on the Council or on the committee of a member sitting for the hearing expires or is terminated other than for cause before the proceeding is disposed of but after evidence is heard, the member shall be deemed to remain a member of the Registration Committee for the purpose of completing the disposition of the proceeding in the same manner as if the</p>
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member's term of office had not expired or been terminated. R.S.O. 1990, c. P.28, s. 19 (6).

#### **Powers of Registration Committee**

(7) Following upon a hearing under this section in respect of a proposal by the Registrar, the Registration Committee may, by order,

(a) where the committee is of the opinion upon reasonable grounds that the applicant meets the requirements and qualifications of this Act and the regulations and will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, to the applicant;

(b) where the committee is of the opinion upon reasonable grounds that the applicant does not meet the requirements and qualifications of this Act and the regulations,

(i) direct the Registrar to refuse to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, or to suspend or revoke the certificate of authorization issued to the applicant, as the case may be, or

(ii) where the committee is of the opinion upon reasonable grounds that the applicant will engage in the practice of professional engineering with competence and integrity, exempt the applicant from any of the requirements of this Act and the regulations and direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be; or

(c) where the committee is of the opinion upon reasonable grounds that it is necessary in order to ensure that the applicant will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, subject to such terms, conditions or limitations as the Registration Committee specifies. R.S.O. 1990, c. P.28, s. 19 (7); 2001, c. 9, Sched. B, s. 11 (24).

#### **Extension of time for requiring hearing**

(8) The Registration Committee may extend the time for the giving of notice requiring a hearing by an applicant under this section before or after the expiration of such time where it is satisfied that there are apparent grounds for granting relief to the applicant following upon a hearing and that there are reasonable grounds for applying for the extension, and the Registration Committee may give such directions as it considers proper consequent upon the extension. R.S.O. 1990, c. P.28, s. 19 (8).

#### **Parties**

(9) The Registrar and the applicant who has required the hearing are parties to proceedings before the Registration Committee under this section. R.S.O. 1990, c. P.28, s. 19 (9).

#### **Opportunity to show compliance**

(10) The applicant shall be given a reasonable opportunity to show or to achieve compliance before the hearing with all lawful requirements for the

issue of the licence, the certificate of authorization, the temporary licence, the provisional licence or the limited licence. R.S.O. 1990, c. P.28, s. 19 (10); 2001, c. 9, Sched. B, s. 11 (25).

#### **Examination of documentary evidence**

(11) A party to proceedings under this section shall be afforded an opportunity to examine before the hearing any written or documentary evidence that will be produced or any report the contents of which will be given in evidence at the hearing. R.S.O. 1990, c. P.28, s. 19 (11).

#### **Members holding hearing not to have taken part in investigation, etc.**

(12) Members of the Registration Committee holding a hearing shall not have taken part before the hearing in any investigation or consideration of the subject-matter of the hearing and shall not communicate directly or indirectly in relation to the subject-matter of the hearing with any person or with any party or representative of a party except upon notice to and opportunity for all parties to participate, but the Registration Committee may seek legal advice from an adviser independent from the parties and, in such case, the nature of the advice shall be made known to the parties in order that they may make submissions as to the law. R.S.O. 1990, c. P.28, s. 19 (12).

#### **Recording of evidence**

(13) The oral evidence taken before the Registration Committee at a hearing shall be recorded and, if so required, copies of a transcript thereof shall be furnished upon the same terms as in the Superior Court of Justice. R.S.O. 1990, c. P.28, s. 19 (13); 2001, c. 9, Sched. B, s. 11 (66).

#### **Only members at hearing to participate in decision**

(14) No member of the Registration Committee shall participate in a decision of the Registration Committee following upon a hearing unless he or she was present throughout the hearing and heard the evidence and argument of the parties. R.S.O. 1990, c. P.28, s. 19 (14).

#### **Release of documentary evidence**

(15) Documents and things put in evidence at a hearing shall, upon the request of the person who produced them, be released to the person by the Registration Committee within a reasonable time after the matter in issue has been finally determined. R.S.O. 1990, c. P.28, s. 19 (15).

#### **Applicant**

(16) In this section,

“Applicant” means applicant for a licence or applicant for or holder of a temporary licence, a provisional licence, a limited licence or a certificate of authorization. R.S.O. 1990, c. P.28, s. 19 (16); 2001, c. 9, Sched. B, s. 11 (26).

#### **Fiduciary, etc., relationship between corporation and client**

20. A corporation that holds a certificate of authorization has the same rights and is subject to the same obligations in respect of fiduciary, confidential and ethical relationships with each client of the corporation that exist at law

	<p>between a member of the Association and his client. R.S.O. 1990, c. P.28, s. 20.</p> <p><b>Appeal to court</b></p> <p><b>31.(1)</b> A party to proceedings before the Registration Committee or the Discipline Committee may appeal to the Divisional Court, in accordance with the rules of court, from the decision or order of the committee.</p> <p><b>Certified copy of record</b></p> <p><b>(2)</b> Upon the request of a party desiring to appeal to the Divisional Court and upon payment of the fee therefore, the Registrar shall furnish the party with a certified copy of the record of the proceedings, including the documents received in evidence and the decision or order appealed from.</p> <p><b>Powers of court on appeal</b></p> <p><b>(3)</b> An appeal under this section may be made on questions of law or fact or both and the court may affirm or may rescind the decision of the committee appealed from and may exercise all powers of the committee and may direct the committee to take any action which the committee may take and as the court considers proper, and for such purposes the court may substitute its opinion for that of the committee or the court may refer the matter back to the committee for rehearing, in whole or in part, in accordance with such directions as the court considers proper. R.S.O. 1990, c. P.28, s. 31.</p>
<p><b>Key Duties and Responsibilities</b></p>	<p><b>Hearing by Registration Committee</b></p> <p><b>19(5)</b> Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).</p> <p><b>Powers of Registration Committee</b></p> <p><b>(7)</b> Following upon a hearing under this section in respect of a proposal by the Registrar, the Registration Committee may, by order,</p> <p>(a) where the committee is of the opinion upon reasonable grounds that the applicant meets the requirements and qualifications of this Act and the regulations and will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, to the applicant;</p> <p>(b) where the committee is of the opinion upon reasonable grounds that the applicant does not meet the requirements and qualifications of this Act and the regulations,</p> <p>(i) direct the Registrar to refuse to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, or to suspend or revoke the certificate of authorization issued to the applicant, as the case may be, or</p> <p>(ii) where the committee is of the opinion upon reasonable grounds that the applicant will engage in the practice of professional engineering with competence and integrity, exempt the applicant from any of the requirements of this Act and the regulations and direct the Registrar to issue</p>

	<p>a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be; or</p> <p>(c) where the committee is of the opinion upon reasonable grounds that it is necessary in order to ensure that the applicant will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, subject to such terms, conditions or limitations as the Registration Committee specifies. R.S.O. 1990, c. P.28, s. 19 (7); 2001, c. 9, Sched. B, s. 11 (24).</p> <p><b>Extension of time for requiring hearing</b></p> <p><u>(8)</u> The Registration Committee may extend the time for the giving of notice requiring a hearing by an applicant under this section before or after the expiration of such time where it is satisfied that there are apparent grounds for granting relief to the applicant following upon a hearing and that there are reasonable grounds for applying for the extension, and the Registration Committee may give such directions as it considers proper consequent upon the extension. R.S.O. 1990, c. P.28, s. 19 (8).</p>
<p><b>Constituency &amp; Qualifications of Committee/Task Force Members</b></p>	<p><b>Regulations</b></p> <p><u>7.(1)</u> Subject to the approval of the Lieutenant Governor in Council and with prior review by the Minister, the Council may make regulations,</p> <p>5. Respecting the composition of the committees required by this Act, other than the Complaints Committee and the Discipline Committee, the mechanism of the appointment of members of the committees and procedures ancillary to those specified in this Act in respect of any committee;</p> <p>7. Prescribing the quorums of the committees required by this Act other than the Complaints Committee and the Discipline Committee;</p> <p><b>Registration Committee</b></p> <p><u>19.1 (1)</u> The Registration Committee is continued and shall be composed of the following persons appointed by the Council:</p> <p>1. At least two persons, each of whom is either,</p> <p>i. a member of the Council appointed by the Lieutenant Governor in Council, or</p> <p>ii. a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General.</p> <p>2. At least three members of the Association. 2010, c. 16, Sched. 2, s. 5 (39).</p>



<b>Qualifications and Election of the Chair</b>	The Chair is elected for a 2-year term with maximum of 3 consecutive terms. Notice of election is provided on meeting agenda. The election normally takes place at the first meeting of the year. Majority vote is required for the candidate to be elected.
<b>Qualifications and Election of the Vice Chair(s)</b>	The Vice Chair is elected for a 2-year term with maximum of 3 consecutive terms. Notice of election is provided on meeting agenda. The election normally takes place at the first meeting of the year. Majority vote is required for the candidate to be elected.
<b>Duties of Vice Chair(s)</b>	To assist the Chair in carrying out the duties of the committee as a whole, but excludes any legislated functions of the chair. Vice-Chair takes over the Chair's duties and responsibilities if he/she is unavailable or unable to act.
<b>Term Limits for Committee members</b>	Given the mandate of the Registration Committee as a statutory committee that also functions as a tribunal and given the extensive professional development undertaken to develop the expertise required to sit as a tribunal member it is resolved that there should be no term limits imposed on Registration Committee members.
<b>Quorum</b>	19.1 (2) Three members of the Registration Committee, of whom at least one is a member of Council appointed by the Lieutenant Governor in Council, constitute a quorum. 2010, c. 16, Sched. 2, s. 5 (39).
<b>Meeting Frequency and Time Commitment</b>	The frequency of hearings is dependent on the number of requests received from applicants. Panels preside over 5 to 10 matters per year. The Committee normally meets four times per year. Meetings are usually scheduled after a training session.
<b>Operational Year Time Frame</b>	The Committee operates on a January to December year.
<b>Committee Advisor</b>	Johnny Zuccon, P.Eng., Deputy Registrar, Standards and Tribunals

## CONSENT AGENDA

**Purpose:** To approve the items contained in the consent agenda

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

***That the consent agenda be approved.***

**Prepared by:** Dale Power, Secretariat Administrator

Routine agenda items that may be approved without debate are included in a consent agenda and may be moved in a single motion. However, the minutes of the meeting will reflect each item as if it was dealt with separately. Including routine items on a consent agenda expedites the meeting.

Items included on the consent agenda may be removed and dealt with separately if they contain issues or matters that require review.

Please review the minutes ahead of time for errors or omissions and advise Dale Power (416-224-1100, extension 1130 or [dpower@peo.on.ca](mailto:dpower@peo.on.ca)) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 511th Council meeting – March 24, 2017
- 3.2 Minutes – 512<sup>th</sup> Council meeting – April 22, 2017
- 3.3 Approval of CEDC Applications

## **OPEN SESSION MINUTES – 511<sup>h</sup> Council Meeting – March 24, 2017**

**Purpose:** To record that the minutes of the open session of the 511<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

**Motion to consider: (requires a simple majority of votes cast to carry)**

***That the minutes of the 511<sup>th</sup> meeting of Council, held March 24, 2017, as presented to the meeting at C-513-3.1, Appendix A, accurately reflect the business transacted at that meeting.***

Prepared by: Dale Power, Secretariat Administrator

### **1. Need for PEO Action**

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

### **2. Current Policy**

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

### **3. Appendices**

- Appendix A - Minutes – 511<sup>th</sup> Council open session meeting – March 24, 2017



# Minutes

The 511<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, March 24, 2017 at 9:00 a.m.

- Present:
- G. Comrie, P.Eng., President and Chair
  - T. Chong, P.Eng., Past President
  - B. Dony, P.Eng., President-elect
  - D. Brown, P.Eng., Vice President (Appointed)
  - P. J. Quinn, P.Eng., Vice President (Elected)
  - C. Bellini, P.Eng.
  - G. Boone, P.Eng.
  - M. Chan, P.Eng.
  - D. Chui, P.Eng.
  - R. A. Fraser, P.Eng.
  - R. Hilton, P.Eng. [via teleconference]
  - G. Houghton, P.Eng. [via teleconference]
  - Q. C. Jackson Kouakou, Barrister & Solicitor
  - R. Jones, P.Eng.
  - T. Kirkby, P.Eng.
  - E. Kuczera, P.Eng.
  - L. Lederman, Q.C.
  - D. Preley, P.Eng.
  - N. Rush, C.E.T. [minutes 11764 to 11792a) only]
  - C. Sadr, P.Eng. [minutes 11764 to 11792a) only]
  - M. Spink, P.Eng.
  - N. Takessian, P.Eng. [minutes 11764 to 11792a) only]
  - W. Turnbull, P.Eng. [via teleconference, minutes 11764 to 11791 only]
  - M. Wesa, P.Eng.
- Regrets:
- M. Long-Irwin
- Staff:
- G. McDonald, P.Eng., Registrar
  - S.W. Clark, LL.B.
  - L. Latham, P.Eng.
  - C. Mehta
  - M. Price, P.Eng.
  - D. Smith
  - M. Wehrle
  - J. Zuccon, P.Eng.
  - R. Martin
  - D. Power

- Guests:
- A. Bergeron, PEO Director, Engineers Canada [minutes 11764 to 11791 only]
  - I. Bhatia, Incoming Councillor [minutes 11764 to 11791 only]
  - H. Brown, Brown & Cohen [minutes 11764 to 11791 only]
  - D. Campbell, Chair, Government Liaison Committee [minutes 11779 to 11791 only]
  - L. Casselman, Brown & Cohen [minutes 11764 to 11791 only]
  - L. Hidalgo, Incoming Councillor [minutes 11764 to 11791 only]
  - B. Keidan, Brown & Cohen [minutes 11764 to 11791 only]
  - M. Monette, President & Chair, OSPE [minutes 11764 to 11791 only]
  - S. Perruzza, CEO, OSPE [minutes 11764 to 11791 only]
  - C. Roney, President, Engineers Canada [minutes 11764 to 11791 only]
  - N. Hill, Vice-Chair, Council Term Limits Task Force [minutes 11764 to 11791 only]
  - R. Willson, Chair, Council Term Limits Task Force [minutes 11764 to 11766 only]
  - S. Stewart, Auditor, Deloitte LLP [minutes 11764 to 11767 only]

On Thursday evening, Council held a plenary session to receive and discuss the Equity and Diversity Committee Report; Enforcement Committee Report and Regulatory Conflict Protocol.

Council convened at 9:00 a.m. Friday, March 24, 2017.

#### **CALL TO ORDER**

Notice having been given and a quorum being present, the Chair called the meeting to order.

**11764**

#### **APPROVAL OF AGENDA**

Moved by Councillor Takessian, seconded by Councillor Sadr:

**That:**

- a. the agenda, as presented to the meeting at C-511-1.1, Appendix A be approved as amended; and**
- b. the Chair be authorized to suspend the regular order of business.**

**CARRIED**

Moved by Councillor Fraser, seconded by Councillor Jones:

**That item 4.8 Policy Respecting PEO's Appeal of Discipline Decisions be moved from In-Camera to Open Session.**

**CARRIED**

**11765**

#### **PRESIDENT/REGISTRAR'S REPORT**

President Comrie provided highlights of his recent activities which included attendance at the following events

- APEGNB Annual General meeting in Fredericton
- York Chapter Annual General meeting on February 11<sup>th</sup> that included a licensing ceremony
- Liberal provincial caucus on February 16
- Engineers Canada meeting from February 27 to March 1
- Windsor-Essex Annual General Meeting on March 7
- March 8 Engineers Innovation Forum on autonomous vehicles
- Past President's Lunch on March 9

- Dinner organized by OACETT with some technology Deans from several colleges. President-elect Dony and Registrar McDonald also attended. This was an exploratory meeting to discuss bridging possibilities for technologists to become licensed professional engineers
- Meeting with Attorney General Yasir Naqvi regarding their update on what is happening with the Belanger report
- The annual lighting up of the CN tower to mark the end of National Engineering month

President Comrie discussed issues with the 2017 election process and how they were resolved. He noted that an independent auditor was engaged to review the process.

President Comrie congratulated Councillor Spink on her “Leading Women Building Communities” award for mentoring from the Ontario Women’s Directorate which was presented to her by MPP Yvan Baker on March 31, 2017.

**11766  
COUNCIL TERM LIMITS TASK FORCE  
REPORT**

The Council Term Limits Task Force (CTLTF) was created by PEO Council at its February 2016 meeting, pursuant to its November 2015 approval in principle of establishing term limits and succession planning for Council positions. Per its Terms of Reference, the Task Force was to analyze the practices at other self-regulating organizations and engineering associations in Canada, and to provide a report to Council before the 2017 AGM.

In fulfilling its mandate, the Task Force analyzed the membership of PEO Council for the previous 20 years, which covers the period since the last major review of election procedures in 1997. In addition to surveying the practices of other regulators, it also surveyed the literature on the governance of non-profit boards, and consulted with two experts in the field to obtain additional background information. The results of this research were reviewed in an “If...Then” exercise and subsequently summarized in a conclusions and rationales matrix to ensure that conclusions were logically based.

The Task Force conducted a series of meetings starting in March 2016 and finishing in February 2017. Its draft Report was issued in December 2016 and peer reviewed by three PEO committees, Legislation Committee (LEC), Human Resources Committee (HRC) and Central Election and Search Committee (CESC), before being finalized and presented to Council for deliberation. In addition, the Task Force provided a presentation of its preliminary results to the Council plenary meeting in February 2017.

The Chair recommended that Council move into committee of the whole in order to facilitate discussion.

**Moved by Councillor Jones, seconded by Vice-President Quinn that Council move into committee of the whole.**

**CARRIED**

**Moved by Councillor Jones, seconded by Vice-President Quinn that Council return to regular session.**

**CARRIED**

The Chair reported that, while in committee of the whole, there was strong support from Council regarding term limits in general but that the recommendations regarding life time bans were too restrictive and should therefore be revisited by the task force.

Moved by Councillor Wesa, seconded by President-elect Dony:

- a. That Council receives the Council Term Limits Task Force (CTLTF) Report and Recommendations as presented to the meeting at C-511-2.1, Appendix A.**
- b. That the matter be referred back to the Council Term Limits Task Force for further deliberation and that the Task Force report back at the June 2017 Council meeting.**
- c. That the Task Force be given a budget of \$2000 to cover the cost of a face-to-face meeting.**

**CARRIED**

Councillor Fraser requested that the final report of the Council Term Limits Task Force be made available to delegates at the April 22nd Annual General Meeting. This report will also be made available on PEO's website.

**11767  
2016 AUDITED FINANCIAL STATEMENTS**

PEO's governing legislation and its by-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that the statements be published on PEO's website for access to all members.

Moved by Councillor Chui, seconded by Councillor Kuczera:

**That Council:**

- a) approve the Audited Financial Statements for the year ended December 31, 2016, and the Auditor's report thereon, as presented to the meeting at C-511-2.2, Appendix A; and**
- b) authorize the President and President-elect to sign the Audited Financial Statements on Council's behalf.**

**CARRIED**

**11768**

Council is required to recommend the appointment of an auditor for

**RECOMMENDATION OF AN AUDITOR FOR 2017**

2016 to members at the upcoming Annual General Meeting for their approval.

As part of every five year cycle, an RFP for audit services was issued to reputable firms in late July 2016. After a review of the proposals submitted, the Audit Committee unanimously decided to recommend Deloitte as PEO's auditor for the next five years with the appointment to be confirmed every year.

Moved by Councillor Chui, seconded by Councillor Jones:

**That Council recommend to members at the April 2017 Annual General Meeting, the appointment of Deloitte LLP as PEO's auditor for 2017 to hold office until the next annual meeting or until their successor is appointed.**

**CARRIED**

**11769  
REGULATORY CONFLICT PROTOCOL**

Council was asked to adopt a protocol for PEO to use to address current and future possible regulatory conflicts between external statutes and regulations and the Professional Engineers Act and its regulations.

Moved by Councillor Kuczera, seconded by Councillor Bellini:

**That Council approve and adopt the Regulatory Conflict Protocol as presented to the meeting at C-511-2.4, Appendix A, and authorize the Registrar to take the necessary actions.**

**CARRIED**

**11770  
LICENSING COMMITTEE – RESCINDING  
AND REPLACING COUNCIL RESOLUTIONS  
REGARDING LICENSING PROCESS TASK  
FORCE (LPTF) RECOMMENDATIONS THAT  
REQUIRED REGULATION CHANGES**

Following Council's direction in March 2014, the Legislation Committee continued its review of the TK-17 version Regulation amendments for Council governance, discipline-specific Certificates of Authorization and licensing process (academic and experience requirements) to determine which required additional policy work and those which were deemed no longer advisable and therefore need rescinding.

The Legislation Committee completed its review of all of the outstanding TK-17 Council motions to clarify whether their policy intent was clear enough to support drafting and to meet the government's new Regulatory Impact Assessment criteria.

The Legislation Committee determined that most of the Certificate of Authorization and one of the Licensing Process Task Force (LPTF) motions are not advisable and should be rescinded. The majority of the LPTF motions were referred on August 13, 2015 to the new Licensing Committee (LIC) for further clarification.

The Licensing Committee has reviewed all the recommendations referred to it by the Legislation Committee and has consulted with the



Academic Requirements Committee and the Experience Requirements Committee regarding the current relevancy of the recommendations.

At the request of President Comrie, President-elect Dony assumed the Chair so that President Comrie could speak to the motions.

- (a) **LPTF Recommendations 8 and 10, Tabled 16Nov2007 (C-443, Minute #10445) and reintroduced as a single resolution Passed 25Jan2008 (C-445, Minute #10477) redefining the academic requirement**

**[Secretariat Note: By Council Special Rules of Order the following motion required a two-thirds majority of votes cast to carry.]**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That the following academic requirements be specified in Regulations:**

**The applicant shall demonstrate that he or she,**

- i) has obtained a bachelor's degree in an engineering program from a Canadian university that is accredited by the CEAB, or**
- ii) has obtained formal academic training that meets one of the Council approved syllabi and can demonstrate academic depth per the approved list of alternatives, or**
- iii) is a member in good standing of an organization with which PEO is a party to a mutual recognition agreement, or**
- iv) has completed a Council prescribed program, or**
- v) has met the minimum academic requirements for a Limited Licence and has completed the ARC assigned examination program.**

**CARRIED**

Moved by President Comrie, seconded by Councillor Fraser:

**That Council endorses the Interpretive Statement on Equivalent Engineering Educational Qualifications as presented to the meeting at C-511-2.5, Appendix B.**

**CARRIED**

- (b) **LPTF Recommendation 9, Passed 16Nov2007 (C-443, Minute**

**#10445) re confirmatory examinations**

**[Secretariat Note: By Council Special Rules of Order the following motion required a two-thirds majority of votes cast to carry.]**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**9. That a new regulation be added requiring all applicants for a licence to demonstrate that they meet the academic depth requirement by passing confirmatory examinations, unless exempted by the regulation, and establishing:**

- **The normal confirmatory examination program for applicants who fully meet the academic breadth requirement;**
- **The directed confirmatory examination program for applicants who do not fully meet the academic breadth requirement;**
- **Exemptions for good performance on examinations;**
- **Additional requirements for poor performance on examinations**

**CARRIED**

**(c) LPTF Recommendations 11 and 12, Tabled 16Nov2007 (C-443, Minute #10445) and reintroduced as a single resolution Passed 25Jan2008 (C-445, Minute #10477) to define PEO's standards for "good performance" and "poor performance" on examinations in the Regulations**

**[Secretariat Note: By Council Special Rules of Order the following motion required a two-thirds majority of votes cast to carry.]**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That PEO's current standard for "Good Performance" and "Poor Performance" on examinations be included in the Regulations.**

**CARRIED**

Moved by President Comrie, seconded by Councillor Takessian:

**That the criteria for assigning confirmatory examinations programs not be enshrined in the Regulations, but instead, that the Explanatory Note on PEO's Examination Process as presented to the meeting at C-511-2.5, Appendix C be approved.**

CARRIED

**[Secretariat Note: By Council Special Rules of Order motions 11770 (d) to (m) all required a two-thirds majority of votes cast to carry.]**

- (d) LPTF Recommendation 16, Passed 16Nov2007 (C-443, Minute #10445) re referencing Experience Guide in Regulations**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That the experience requirements in the Regulations be emended to reference PEO's Guide to the Required Experience for Licensing as a Professional Engineer in Ontario.**

CARRIED

- (e) LPTF Recommendation 18, Passed 16Nov2007 (C-443, Minute #10445) re objective criteria for academic equivalency**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That all applicants whose academic credentials do not meet an objective criterion set out in the Regulations or established by Council resolution be referred by the Registrar to the Academic Requirements Committee (ARC) for assessment as to whether or not they meet PEO's academic breadth and depth requirements for licensure. The following objective criteria should be placed in the Regulations:**

- Graduates of a CEAB-accredited engineering program;
- Applicants who qualify under the CCPE Inter-Association Mobility Agreement (IAMA).

**and the following objective criteria should be established by Council resolution:**

- Graduates of academic programs for whom a standard treatment has been approved by Council resolution

CARRIED

- (f) LPTF Recommendation 27, Passed 16Nov2007 (C-443, Minute #10445) re national mobility**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That a new regulation be added to cover licensing of applicants already**

registered in another jurisdiction with which PEO has in place a mobility agreement, by which such applicants will be deemed to meet all requirements for licensure except for the good character requirement with the following provisions:

- a) The applicant has successfully passed a Professional Practice Examination in a Canadian jurisdiction, or has been licensed to practise professional engineering in a Canadian jurisdiction for at least five (5) years; and
- b) The applicant has provided satisfactory evidence of having at least twelve (12) months of Canadian experience that meets the requirements of subsection 33. (3) 3. of this Regulation; and
- c) The applicant has not previously applied to the Association for a licence and been deemed to not meet the academic requirements.

**CARRIED**

- (g) LPTF Recommendation 33, Passed 16Nov2007 (C-443, Minute #10445) re “stale dating” of degrees

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That the Regulations be amended to provide that applicants with accredited degrees that were awarded more than six (6) years prior to the date of application will be assessed against the current applicable PEO Syllabus for academic breadth.**

**CARRIED**

- (h) LPTF Recommendation 35, Passed 16Nov2007 (C-443, Minute #10445) re limit on length of time an application file can be kept open

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That an applicant’s file be kept open for a maximum of eight (8) years from the date of application.**

**CARRIED**

- (i) LPTF Recommendation 46, Passed 16Nov2007 (C-443, Minute #10445) re criteria for closing an applicant’s file

Moved by President Comrie, seconded by Councillor Fraser:

**That the following resolution be rescinded:**

**That a new Regulation be added to provide for an applicant’s file to be**

closed by the Registrar in the event that the applicant does not make satisfactory progress towards demonstrating compliance with the academic requirements by passing technical examinations specified by ARC, along the following lines:

*Where an applicant has chosen to attempt technical examinations specified by the Academic Requirements Committee as a means of demonstrating compliance with the academic requirements pursuant to Section 34., and*

*(i) fails to pass at least one examination within two years of notice of the determination made under Section 40.(2), or*

*(ii) fails to pass all of the specified examinations within eight (8) years of receiving notice of the determination made under Section 40.(2),*

*the Registrar may withdraw the applicant's application for a licence unless the applicant submits to the Registrar in writing reasonable justification for the failure to attempt or pass the examinations.*

CARRIED

**(j) LPTF Recommendations 8 and 10, Tabled 16Nov2007 (C-443, Minute #10445) and reintroduced as a single resolution Passed 25Jan2008 (C-445, Minute #10477) redefining the academic requirement**

Moved by President Comrie, seconded by Councillor Fraser:

**That the following academic requirements be specified in Regulations:**

**The applicant shall demonstrate that he or she has obtained**

**(i) A bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction, or**

CARRIED

**(k) LPTF Recommendation 50, Passed 16Nov2007 (C-443, Minute #10445) re References to "thesis" in the Regulations**

**That the following resolution be rescinded:**

**That all references in the Regulations to "thesis" except that in Section 85. (that set out the fee payable on submission) be deleted, as this is an element within the PEO syllabi.**

And be replaced by:

That all references in the Regulations to “thesis” be replaced with “engineering report”.

CARRIED

(l) LPTF Recommendation 30, Passed 16Nov2007 (C-443, Minute #10445) re when the Professional Practice Examination may be written

Moved by President Comrie, seconded by Councillor Fraser:

That the following resolution be rescinded:

That Section 37. of the Regulations be amended to provide that an applicant may write the Professional Practice Examination(s) any time they are offered.

And be replaced by:

That the current Regulations be amended to reflect the following policy:

- The Professional Practice Examination may be written at any time after the academic requirement has been met.
- An applicant’s file may be closed by the Registrar if all other requirements for licensure have not been met within eight (8) years of meeting the academic requirement.

CARRIED

(m) LPTF Recommendations 36 and 45, Passed 16Nov2007 (C-443, Minute #10445) re timing and other operational details of examinations

Moved by President Comrie, seconded by Councillor Fraser:

That the following resolutions be rescinded:

36. That the Regulations be amended to remove provisions related to timing of examinations and academic year, and

45. That sections 34 through 36 of the Regulations be deleted as they are primarily operating procedures.

And be replaced by:

That sections 34, 35, and subsection 36.(1) of the Regulations be removed, and that the term “academic year” be replaced with “year” in section 36.

President Comrie resumed the Chair.

**11771  
UPDATING PEO SYLLABI**

The Academic Requirements Committee (ARC) is mandated to assess non-CEAB applicants' academic preparation to determine if they meet PEO's academic requirements for licensure. It does so by comparing the applicant's transcripts and courses studied to a syllabus of a particular discipline. Most syllabi are developed and maintained by the Engineers Canada Canadian Engineering Qualifications Board (CEQB) and PEO adopts them for its own examinations. The CEQB has recently revised the Chemical, Civil, Electrical, Mechanical and Naval Architectural Engineering syllabi to 2016 syllabi and developed a new Mechatronics Engineering syllabi which were reviewed and revised by the ARC at its August 2016, September 2016, January 2017 meetings and will become effective as of the May 2017 technical examinations sitting.

Moved by President-elect Dony, seconded by Past President Chong:

**That the PEO revised Chemical, Civil, Electrical, Mechanical, Naval Architectural Engineering Syllabi, and new Mechatronics Engineering Syllabus presented to the meeting at C-511-2.6, Appendices A, B, C, D, E and F respectively, be approved for use, effective for the May 2017 technical examinations sitting.**

CARRIED

**11772  
RECOMMENDATIONS ON FRAMEWORK  
FOR REGULATION ELEMENTS**

The National Framework Task Force (NFTF) was formed by Council in May 2009 "to explore, under the auspices of Engineers Canada, a national framework for licensure". In late 2014, Engineers Canada reconstituted the Canadian Framework for Licensure as the aspirational, non-licensing specific "Framework for Regulation", and in June 2016, Engineers Canada requested feedback on 13 additional elements. In July 2016, PEO's Executive Committee agreed that the National Framework Task Force (NFTF), chaired by Diane Freeman, was the best vehicle to provide comment on the 13 new elements on PEO's behalf.

Members of PEO's National Framework Task Force reconvened on Tuesday, October 11, 2016 to review their terms of reference and membership. This was done in view of how best to assist PEO Council with providing input to the 13 Consultation Documents issued in draft by Engineers Canada's Framework for Regulation group. Engineers Canada also posted four more elements in October 2016.

PEO staff were directed by the NFTF to review the policy intent of the draft elements, and contacted Engineers Canada to obtain problem statements for each one. As Engineers Canada could not provide these, staff inferred possible problem statements for each element. To aid the Task Force in providing advice, staff also compiled a list of Council

motions and statements related to each item, and sought advice from staff subject matter experts. This information was presented to the task force, who formulated their responses to each element over two sessions in January and February 2017.

Moved by Councillor Fraser, seconded by Councillor Bellini:

1. That Council accept the National Framework Task Force's recommendations on Engineers Canada's most recent "Elements of Engineering Regulation", as detailed in the "Recommendations to Council" column as presented at C-511-2.7, Appendix A, and forward them on to Engineers Canada as PEO's comments.
2. That Council asks Engineers Canada to clarify the criteria used for determining which elements should be included in the Framework for Regulation.

**CARRIED**

**11773  
COMMITTEES/TASK FORCES TERMS OF  
REFERENCE, HR AND WORK PLANS**

Moved by Councillor Bellini, seconded by President-elect Dony:

1. That Council approve the Legislation Committee (LEC) AND Licensing Committee (LIC) Terms of Reference as presented to the meeting at C-511-2.8, Appendices A and B.
2. That Council approve the Licensing Committee (LIC) 2017 Human Resources and Work Plans as presented to the meeting at C-511-2.8, Appendix C.

**CARRIED**

**11774  
CHANGES TO COMMITTEES/TASK FORCES  
ROSTER**

Moved by Councillor Bellini, seconded by Councillor Sadr:

**That Council approve changes to the 2017 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-511-2.9, Appendix A.**

**CARRIED**

**11775  
APPOINTMENT OF PEO DIRECTORS TO  
ENGINEERS CANADA BOARD**

Since President Comrie submitted his name as a candidate for a PEO Director to the Engineers Canada Board, President-elect Dony assumed the position of Chair.

Councillors Sadr and Kirkby withdrew their names as candidates.

All Candidates were invited to speak to Council about their candidacy. Candidates who were unable to attend in person were given the opportunity to submit a written personal introduction.

The following candidates addressed Council:

Annette Bergeron  
Councillor Chui



President Comrie

Nick Colucci was not present at the meeting nor did he submit a written personal introduction.

Moved by Councillor Takessian, seconded by Councillor Kuczera:

**That Danny Chui, P.Eng. and Annette Bergeron, P.Eng. be appointed as a PEO Director to the Engineers Canada Board of Directors, for a three-year term effective as of the 2017 Engineers Canada Annual General Meeting.**

**CARRIED**

Moved by Councillor Jones, seconded by Councillor Chan:

**That the ballots for the appointments of the PEO Directors to the Engineers Canada Board of Directors be destroyed immediately.**

**CARRIED**

Upon completion of the PEO Directors to Engineers Canada Board election, President Comrie resumed the position of Chair.

Moved by Councillor Kuczera, seconded by Councillor Jones:

**That the Consent Agenda be approved.**

**CARRIED**

Included on the consent agenda:

- 3.1 Minutes – 510<sup>th</sup> Council meeting – February 3, 2017
- 3.2 Approval of CEDC Applications

[Note: minutes 11777 to 11778 reflect the motions provided in the briefing notes presented to the meeting.]

**11776  
CONSENT AGENDA**

**11777  
MINUTES – 510<sup>th</sup> COUNCIL MEETING –  
FEBRUARY 3, 2017**

**That the minutes of the open session of the 510<sup>th</sup> meeting of Council, held on February 3, 2017 as presented to the meeting at C-511-3.1, Appendix A, accurately reflect the business transacted at that meeting.**

**CARRIED**

**11778  
APPROVAL OF CEDC APPLICATIONS**

Under Section 61(2) of Regulation 941 under the Professional Engineers Act, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions:

- 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-511-3.2, Appendix A, Section 1.**

**2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-511-3.2, Appendix A, Section 2.**

**3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-511-3.2, Appendix A, Section 3.**

**11779  
STRATEGIC PLAN UPDATE**

Registrar McDonald reported that 85% of the strategic plan activities are now complete. Fifteen new strategies have been introduced to the third and final year of the plan. There will be some items that will not be fully complete at the end of the year, therefore these items will carry over into the next plan to ensure completion. There were no questions or comments.

**11780  
LEGISLATION COMMITTEE UPDATE**

Councillor Kuczera advised that the Legislation Committee reviewed the draft by-law amendment with respect to fees. This has been forwarded to the Attorney General’s office to implement complementary changes to Regulation 941. The next meeting of the Legislation Committee is scheduled for April 7, 2017.

**11781  
REGIONAL COUNCILLORS COMMITTEE  
UPDATE**

Councillor Sadr advised that there had not been any RCC meetings since the February Council meeting. The next scheduled meeting is April 1<sup>st</sup> in Kingston. Councillor Sadr expressed his thanks to all Councillors and Chapter staff who he had the pleasure working with during his four years on Council.

**11782  
ENGINEERS CANADA UPDATE**

C. Roney advised that Engineers Canada has selected a very capable, energetic interim CEO, Stephanie Price. The search for a permanent CEO is now underway.

The Strategic Plan document contained in the agenda package will help Engineers Canada ensure that it is working for the benefit of its regulators. Consultations from the regulators helped form the strategic direction and initiatives contained in this document. There are six categories in the Strategic Plan which are 1. National Voice, 2. Public Protection, 3. Proactive Regulation and Integrity, 4. Valued Profession, 5. Societal Leadership and 6. Diversity and Inclusion. He asked Council members to identify their top five categories and rank them in priority and to advise if they feel that anything is missing and should be included. Engineers Canada is looking for direction from the regulators as to what it should be focussing on.

All Council members will be receiving a survey shortly. C. Roney asked that the survey be completed by April 7, 2017.

C. Roney discussed the Carver governance model that Engineers Canada had been using which, in its current form, is not the right model for

Engineers Canada and is therefore under review.

Engineers Canada recently undertook a public perception survey sent to 1,200 people across Canada. C. Roney shared the results of this survey noting that the link for the survey results was included in a Registrar's Update.

C. Roney discussed some promising practices such as the Employee Member in Training Program in British Columbia which helps firms to attract top EIT's. He also noted that Ontario's PEAK program is being keenly watched by some of the other provinces.

C. Roney congratulated A. Bergeron on her re-election as an Engineers Canada Director and welcomed Councillor Chui as a new Engineers Canada Director.

The Council of Deans of Engineering Applied Sciences passed some motions in November 2016 that were widely supported, looking at workload issues related to the whole accreditation process and what they view as more innovative approaches in the delivery of engineering education from an accreditation standpoint.

Workshops were convened at the last Engineers Canada meeting to go through some of the issues, in particular accreditation. C. Roney advised that a lot of progress was made and that many of the accreditation issues should be resolved shortly. President-elect Dony indicated that a parallel initiative has been scheduled for May 29<sup>th</sup> and that some Councillors may have the opportunity to participate.

**11783  
REPORT ON FEE REDUCTION**

On November 18, 2016 Council requested the Chair of the FIC to report on the impact of a twenty-dollar fee reduction on PEO finances. This information was contained in the Information Briefing note presented to Council at C-511.5.5 including a summary of the impact of reducing membership fees to \$200 as of January 1, 2017 on PEO finances as follows:

- 1) This would lead to an average reduction of \$1.5m per annum in revenues
- 2) The average revenue loss would translate to a net loss of \$775k per annum
- 3) The operating reserve will fall from an average \$11m to \$7m
- 4) Net assets will fall from an average of \$16.5m to \$12m

If a fee reduction is deemed necessary then alternatives to make up for the lost revenue need to be found, or an approximate 6% budget cut implemented, failing which there is a high likelihood of an overall degradation in PEO's finances over a period of time. This could lead to:

- 1) Difficulty in sustaining regular day to day operations.
- 2) Diminished ability to spend on capital expenditures deemed necessary for sustaining or improving operational efficiencies.
- 3) Diminished ability to spend on strategic plan initiatives, potentially adversely affecting PEO's ability to discharge its regulatory obligations.
- 4) PEO would be unable to pay-off the outstanding mortgage in 2019 (subject to Council approval) as this would result in the operating reserve falling below \$1.5m - well below the minimum required level of \$4.5m.

In light of the above, it would be prudent to maintain *status quo* and revisit the membership fees in 2019 when the mortgage term will end and the outstanding loan can either be refinanced or be paid off in full.

In 2019, the outstanding mortgage will mature and the principal owed will be \$5.6m. Depending on the circumstances in 2019, PEO could either choose to fully pay off the outstanding amount while still maintaining an operating reserve of \$5.9m – well above the minimum required threshold of \$4.5m.

Alternatively, PEO could consider refinancing the outstanding amount of \$5.6m if the PEO investment portfolio is earning good returns (the revised policy became effective Jan 1, 2017) and is higher than the refinancing rate, also if the capital was needed for other, approved projects.

Councillor Jones, Finance Committee Chair, advised that this matter was discussed at a joint meeting of the Audit and Finance Committees.

Councillor Fraser asked that this matter be considered by Council in 2019 when the outstanding mortgage at 40 Sheppard Avenue West matures.

**11784  
OSPE-PEO JOINT RELATIONS COMMITTEE  
(JRC) UPDATE**

President Comrie advised that the OSPE-PEO Joint Relations Committee (JRC) reviewed the proposed OSPE bylaw changes which will be presented at OSPE's Annual General Meeting in May.

**11785  
OSPE BYLAW CHANGES**

President Comrie advised that most of the proposed OSPE bylaw changes being presented for approval at its upcoming Annual General meeting in May relate to the associate category of membership. He indicated that there were a series of proposals that were made to amend the bylaws presented at the 2016 AGM which were sent back for rework by the members present at that meeting.

M. Monette, OSPE President and Chair, advised that additional information regarding this was available on the OSPE website and had been sent to OSPE members as well. The bylaws are being adjusted to ensure inclusivity to OSPE's full membership. The proposed changes will

allow Associate members to participate on the Board.

**11786  
STATUS UPDATE FOR THE STRUCTURAL  
CONDITION ASSESSMENT PERFORMANCE  
STANDARD**

Registrar Zuccon advised that Structural Condition Assessment Performance Standard is being held in abeyance pending an announcement from the Ministry of Municipal Affairs regarding its intention to include the requirement for owners to retain engineers to conduct periodic mandatory structural assessment in the Building Code.

**11787  
CP<sup>2</sup> TASK FORCE UPDATE**

Councillor Turnbull advised that the task force received a version of the Ethics Refresher Module which it reviewed and provided comments, resulting in some modifications. The launch of the module is on track for March 31, 2017.

In response to a query from Councillor Fraser asking if the CP<sup>2</sup> Task Force consulted with those who develop the Professional Practice Examinations, Councillor Turnbull replied it did not. Councillor Fraser noted the need for testing. A. Bergeron advised that the Ethics Module is not a pass/fail test but rather a learning mechanism. This module will be changed on an annual basis.

**11788  
CONTINUING PROFESSIONAL  
COMPETENCE PROGRAM TASK FORCE  
REPORT AND RECOMMENDATIONS**

The Continuing Professional Competence Program Implementation Task Force ((CP)<sup>2</sup> TF) was created in order “to establish criteria and details for elements needed to operationalize the program proposed by the Continuing Professional Development, Competency, and Quality Assurance Task Force.” Council received the final report of the Task Force at its November 2016 meeting. The Task Force has completed all work that has been assigned to it and the PEAK program is on track to being fully implemented by March 31, 2017.

Moved by Vice President Brown, seconded by Councillor Jones:

**That Council stand down the Continuing Professional Competence Program Task Force with thanks.**

**CARRIED**

**11789  
GOVERNMENT LIAISON PROGRAM  
UPDATE**

Councillor Chan informed Council regarding the changes to political fundraising rules and the impact on the PEO Government Liaison Program (GLP) activities.

J. Chau, in response to a query, advised that the briefing note provided in the agenda package outlined a number of examples of activities that PEO’s Government Liaison Program members can engage in.

It was suggested that PEO conduct a post mortem of failures such as the Repeal of the Industrial Exception in order to identify some lessons learned. It was also suggested that the Q & A format that will be provided to Chapter GLP Chairs as a guideline also be made available at regional congresses for Chapter Chairs and Vice-Chairs through their

Regional Councillor. J. Chau will work with M. Ng on this.

There were no questions or comments.

**11790  
STATISTICS – COMPLAINTS, DISCIPLINE,  
LICENSING AND REGISTRATION UPDATE**

**11791  
COUNCILLOR ITEMS**

**PEO Not for Profit Status**

Councillor Preley referred to the revenue that will be generated as it relates to PEO's not for profit status once the mortgage on 40 Sheppard Avenue West is retired and was advised that this will be reviewed by the Finance and Audit Committees in 2019 when the mortgage comes up for renewal.

**Election Matters**

Past President Chong noted that two positions in the 2017/18 elections were acclaimed and asked if there were any initiatives to encourage more candidates, particularly in the Northern Region. Councillor Wesa pointed out that there are less than 2,800 members in that region and that while some members have expressed interest, they are unable to make a commitment due to career demands, etc.

Moved by Councillor Kirkby, seconded by Councillor Turnbull:

**That Council move in-camera.**

**CARRIED**

**11792  
IN-CAMERA SESSION**

While in-camera, Council:

- a) received an HRC update;
- b) verified the in-camera minutes from the 510<sup>TH</sup> meeting of Council held February 3, 2017 as presented;
- c) approved the recipients of the Ontario Professional Engineers Awards;
- d) received decisions and reasons of the Discipline Committee;
- e) received an update regarding the repeal of the Industrial Exception;
- f) noted there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy;
- g) received a legal update on legal actions in which PEO is involved;
- h) discussed the Appeal to Divisional Court of a Discipline Panel decision.

**11793  
POLICY RESPECTING PEO'S APPEAL OF  
DISCIPLINE DECISIONS**

The following item was moved from the in-camera agenda into open session.

A policy was proposed to mandate a process for Council to develop a proper understanding of, and then deliberate on and decide on a Council policy respecting:

- a) when a DIC Panel decision should be appealed at PEO initiative by

- PEO, or
- b) an appeal initiated by a Defendant Member (or other party), should be opposed by or otherwise joined by PEO; and

how such appeal(s) involvement by PEO should be authorized and governed.

In 2011 Council directed the Registrar, through the Complaints and Discipline Process Task Force, to develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee. Since this was not done, Council directed the current Registrar to provide this for Council's consideration at its June 2017 meeting.

Moved by Councillor Fraser, seconded by Councillor Lederman:

- a) **That Council develop a Policy on "Whether to intervene in Appeals from DIC Panel Decisions", and if so: "How such intervention should be Authorized and How it should otherwise be Guided and Governed".**
- b) **To convene a Discipline Panel Appeals Task Force (DIPA TF), of Council members (not including the Steering Group members referred to in parallel briefing note motions), Chaired by Vice-President Quinn, to study the matter of Council developing a process policy on if, when, and how to appeal DIC Panel decisions, and to report to Council prior to the 2017 calendar year-end.**
- c) **To authorize and instruct the DIPA TF to develop and implement a Work Plan that involves: assembling background, analytical and opinion material; the views of other PEO entities such as the Legislation Committee, Discipline Committee, PEO staff experts and stakeholders; and, if in the Task Force Chair's opinion, necessary or desirable: retaining Legal and/or other experts for analysis and advice.**
- d) **That sufficient funding be authorized for motions (a), (b), and (c).**

Moved by Councillor Spink, seconded by Councillor Jackson:

**That the main motion be tabled.**

**CARRIED**

President Comrie expressed his appreciation for the support, encouragement and co-operation that he received from Council as President during the 2016/2017 Council year.

Councillor Chui, on behalf of Council, thanked President Comrie for his

leadership as President during the 2016/2017 Council year.

There being no further business, the meeting concluded.

These minutes consist of twenty-one pages and minutes 11764 to 11793 inclusive.

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G. Comrie, P.Eng., CMC, Chair

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G. McDonald, P.Eng., Registrar

DRAFT



## **OPEN SESSION MINUTES – 512<sup>h</sup> Council Meeting – April 22, 2017**

**Purpose:** To record that the minutes of the open session of the 512<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

**Motion to consider: (requires a simple majority of votes cast to carry)**

***That the minutes of the 512<sup>th</sup> meeting of Council, held April 22, 2017, as presented to the meeting at C-513-3.2, Appendix A, accurately reflect the business transacted at that meeting.***

Prepared by: Dale Power, Secretariat Administrator

### **1. Need for PEO Action**

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

### **2. Current Policy**

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

### **3. Appendices**

- Appendix A - Minutes – 512<sup>th</sup> Council open session meeting – April 22, 2017



# Minutes

C-513-3.2  
Appendix A

The 512<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at the Valhalla Inn, Thunder Bay, Ontario on Saturday, April 22, 2017 at 3:00 p.m.

Present: B. Dony, P.Eng., President and Council Chair  
G. Comrie, P.Eng., Past President  
T. Chong, P.Eng., Past President  
D. Brown, P.Eng., President-Elect  
N. Hill, P.Eng., Vice President (Elected)  
C. Bellini, P.Eng.  
I. Bhatia, P.Eng.  
G. Boone, P.Eng.  
M. Chan, P.Eng.  
T. Chong, P.Eng.  
D. Chui, P.Eng.  
R.A. Fraser, P.Eng.  
L. Hidalgo, P.Eng.  
Q. C. Jackson, Barrister & Solicitor  
T. Kirkby, P.Eng.  
L. Lederman, Q.C.  
T. Olukiyesi, P.Eng.  
D. Preley, P.Eng.  
K. Reid, P.Eng.  
M. Spink, P.Eng.  
N. Takessian, P.Eng.  
W. Turnbull, P.Eng.  
M. Wesa, P.Eng.

Regrets: R.J. Hilton, P.Eng.  
G. O. Houghton, P.Eng.  
N. Rush, C.E.T.

Staff: G. McDonald, P.Eng., Registrar  
S.W. Clark, LL.B.  
L. Latham, P.Eng.  
C. Mehta  
M. Price, P.Eng.  
D. Smith  
M. Wehrle  
J. Zuccon, P.Eng.  
R. Martin  
D. Power

**CALL TO ORDER**

Notice having been given and a quorum being present, Past President Comrie called the meeting to order.

**11794**

**APPROVAL OF AGENDA**

Moved by Councillor Chong, seconded by Councillor Turnbull:

**That:**

- a) the agenda, as presented to the meeting at C-512-1.1, Appendix A be approved; and**
- b) The Chair be authorized to suspend the regular order of business.**

**CARRIED**

**11795**

**SPECIAL RULES OF ORDER**

Section 25(1) of By-Law No. 1 requires that all meetings of the association are to be governed by *Wainberg's Rules of Order*. These rules may be amended by passing *Special Rules of Order*, which supersede *Wainberg's*, and which remain in effect only until the close of business at the next Annual General Meeting.

Adopting *Special Rules* provides guidance on how to deal with certain situations that arise in meetings where PEO convention varies from the rules contained in its parliamentary authority, *Wainberg's Rules of Order*, or on which *Wainberg's* is silent.

Adopting *Special Rules* also provides consistency on how such matters may be handled at all meetings of the association.

Section 25(3) of By-Law No. 1 requires that, at the first meeting of Council following the Annual General Meeting, all *Special Rules*, which were in force immediately before the close of business at the Annual General Meeting, are to be presented to Council for adoption and/or amendment, if it so wishes.

Two changes are being proposed to the *Special Rules* that were in effect the previous year to take into account the change in the Board Committee appointment process approved by Council at its September 2016 meeting. The changes are to item 1 in Section 4 Procedures for Council Meeting Chair, Vice President and Other Council Appointments and Section 5 Procedures for Board Committee Appointments.

Moved by Councillor Takessian, seconded by Councillor Spink:

**That the Special Rules of Order, as presented to the meeting at C-512-2, Appendix A, be approved effective immediately and to remain in effect until the close of business at the 2018 Annual General Meeting.**

Moved by Councillor Fraser, seconded by Councillor Olukiyesi:

**That the main motion be amended to read:**

**That the Special Rules of Order, as presented to the meeting at C-512-2, Appendix A, to be effective immediately and to remain in effect until the close of business at the 2018 Annual General Meeting, be approved as amended by removing “5.2.iii For appointments to HRC, the Executive Leadership Team (President, President-elect and Past President) will review Councillor preferences and make a recommendation to Council to fill the two positions on the Committee” and that HRC appointments be included under 4. Procedures for Council Meeting Chair, Vice President and Other Council Appointments.**

**AMENDMENT CARRIED**  
Recorded Vote

**For**

C. Bellini  
G. Boone  
I. Bhatia  
D. Brown  
M. Chan  
T. Chong  
D. Chui  
B. Dony  
R. Fraser  
N. Hill  
Q. Jackson  
L. Lederman  
T. Olukiyesi  
K. Reid  
W. Turnbull  
M. Wesa

**Against**

T. Kirkby  
D. Preley  
M. Spink  
N. Takessian

**Abstain**

L. Hidalgo

Council then voted on the main motion as amended.

**That the Special Rules of Order, as presented to the meeting at C-512-2, Appendix A, to be effective immediately and to remain in effect until the close of business at the 2018 Annual General Meeting, be approved as amended by removing “5.2.iii For appointments to HRC, the Executive Leadership Team (President, President-elect and Past President) will review Councillor preferences and make a recommendation to Council to fill the two positions on the Committee” and that HRC appointments be included under 4. Procedures for Council Meeting Chair, Vice President and Other Council Appointments.**

**MAIN MOTION AS AMENDED CARRIED**

**[Secretariat Note: The above motions required a two-thirds majority of votes cast to carry].**

**11796  
SPECIAL RULES OF ORDER –  
AMENDMENT – APPEALS FROM  
RULINGS OF THE CHAIR**

At the 511<sup>th</sup> Meeting of Council it was revealed that Wainberg's Rules do not allow for discussion of a ruling by the Chair when a motion is made to challenge the ruling.

Moved by Councillor Fraser, seconded by Councillor Turnbull:

**That the Special Rules of Order be amended as follows:**

**"Rulings of the Chair relating to procedural matters may be appealed to the meeting and reversed or varied by a majority of members of the meeting. The motion shall be put to the meeting in the positive (e.g. That the ruling of the Chair be upheld). The motion to appeal must be made immediately; requires seconding; is debatable; and requires a two-thirds majority of votes cast to carry. The Chair must comply with the decision of the meeting. If the Chair refuses to comply after a negative vote, the Chair may be removed under Wainberg's Rule 10.5"**

**MOTION DEFEATED**

**11797  
APPOINTMENT OF COUNCIL MEETING  
CHAIR**

The Chair stated that, at its February 2011 meeting, Council approved a process for selecting a Council Meeting Chair that requires Council to annually appoint its Meeting Chair at the first Council meeting following the Annual General Meeting.

The Chair announced the names of those who had indicated their willingness to serve as Council Meeting Chair and asked for further nominations. None being received, he declared nominations closed.

In keeping with the procedures for appointing the Council Meeting Chair, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

Each candidate consented to serving and was invited to address the meeting.

An electronic vote was then conducted to select the Council Meeting Chair.

Moved by Councillor Chong, seconded by Councillor Takessian:

**That President Bob Dony, P.Eng. be appointed the Council Meeting Chair for the 2017-2018 Council year or until his successor is appointed.**

**CARRIED**

Past President Comrie turned the gavel over to President Dony, newly elected Council Meeting Chair.

**11798  
APPOINTMENT OF REGIONAL  
COUNCILLORS COMMITTEE CHAIR**

The Chair stated that Council was being asked to approve the Chair of the Regional Councillors Committee (RCC) for the ensuing Council year in accordance with the Committees and Task Forces Policy.

Moved by Councillor Bhatia, seconded by Councillor Boone:

**That Councillor Warren Turnbull, P.Eng., be appointed as Chair of the Regional Councillors Committee, effective immediately and to hold office until the close of business at the 2018 Annual General meeting.**

**CARRIED**

It was noted that Councillor Takessian, P.Eng., was the new Vice-Chair of the Regional Councillors Committee.

**11799  
APPOINTMENT OF VICE PRESIDENT**

The Chair stated that Section 3(1)2 of Regulation 941 under the *Professional Engineers Act* requires that Council appoint a Vice President from among its Councillors who are members of the Association at a meeting to be held after the close of business and on the day of the Annual Meeting of members or within thirty days thereafter. Non-member Lieutenant Governor-in-Council appointees are ineligible from serving as Vice President under this Regulation.

The Chair announced the names of Councillors who had indicated their willingness to serve as Vice President and asked for further nominations. Two candidates withdrew their name. When the final list of nominations had been determined, he declared the nominations closed.

In keeping with the procedures for appointing Councillors to board positions, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

Each candidate consented to serving and was invited to address the meeting.

An electronic vote was then conducted to select the Vice President.

Moved by Councillor Hidalgo, seconded by Councillor Takessian:

**That Council accept the result of the electronic vote for the Vice-President and approve the appointment of Councillor Marilyn Spink, P.Eng., as Vice President (appointed) for the 2017-2018**

**Council year.**

**CARRIED**

**11800  
APPOINTMENT OF COUNCILLORS TO  
EXECUTIVE COMMITTEE**

Section 28.(1)(e) of Regulation 941 under the Professional Engineers Act (Appendix A) requires that Council appoint one or more other members of Council, in addition to the president, president-elect, immediate past president and the two vice presidents, to serve on the Executive Committee.

Section 28.(1.1) of Regulation 941 requires that at least one member appointed by the Lieutenant Governor be appointed to the Executive Committee.

Appointments are to be made in accordance with the process approved by Council at its September 2016 meeting for Board Committee appointments and the Special Rules. The Human Resources Committee met on April 7, 2017 and recommended the appointments of Councillors Bellini and Spink. In determining its recommendations, the HRC reviewed the submitted board committee preferences of Councillors, their respective backgrounds, the need to balance committee continuity with succession planning, Councillor workloads, Councillor involvement with other committees and external appointments as well as committee terms of reference.

Alternatively, the HRC noted that should Council appoint Marilyn Spink Vice President, the Committee's recommendation would be adjusted to include Warren Turnbull.

Moved by Past President Comrie, seconded by Councillor Takessian.

**That, as recommended by the Human Resources Committee, the Executive Committee be composed of two additional Council members and that Warren Turnbull, P.Eng., and Christian Bellini, P.Eng. be appointed as members of the Executive Committee for the 2017-2018 Council year.**

**CARRIED**

**11801  
APPOINTMENT TO HUMAN RESOURCES  
COMMITTEE**

The Chair announced the names of Councillors who had indicated their willingness to serve on the Human Resources Committee and asked for further nominations. When the final list of nominations had been determined, he declared the nominations closed.

In keeping with the procedures for appointing Councillors to the Human Resources Committee, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

Each candidate consented to serving and was invited to address the meeting.

An electronic vote was then conducted to select the two members of the Human Resources Committee for the 2017-2018 Council year.

Moved by Councillor Takessian, seconded by Councillor Hidalgo:

**That Councillors Thomas Chong, P.Eng. and Tim Kirkby, P.Eng., be appointed as members to the Human Resources Committee for the 2017-2018 Council year.**

**CARRIED**

**11802  
APPOINTMENT TO BOARD  
COMMITTEES**

Annually, Council appoints the requisite number of Councillors to Board Committees and a representative to the OSPE Advocacy Committee.

Appointments are to be made in accordance with the process approved by Council at its September 2016 meeting for Board Committee appointments and the Special Rules. The Human Resources Committee met on April 7, 2017 and made its recommendations which were provided to Council. In determining its recommendations, the HRC reviewed the submitted board committee preferences of Councillors, their respective backgrounds, the need to balance committee continuity with succession planning, Councillor workloads, Councillor involvement with other committees and external appointments as well as committee terms of reference.

Moved by Councillor Bellini, seconded by Past President Comrie:

**That, as recommended by the Human Resources Committee, the Audit Committee be composed of five Council members and that Ishwar Bhatia, P.Eng., Thomas Chong, P.Eng., Nancy Hill, P.Eng., Dan Preley, P.Eng., and Kelly Reid, P.Eng., be appointed as members to the Audit Committee for the 2017-2018 Council year.**

**CARRIED**

Moved by Councillor Chong, seconded by Councillor Jackson:

**That, as recommended by the Human Resources Committee, Michael Chan, P.Eng., Noubar Takessian, P.Eng., Warren Turnbull, P.Eng., and Michael Wesa, P.Eng., be appointed as members to the Finance Committee for the 2017-2018 Council year.**

**CARRIED**

Moved by Councillor Takessian, seconded by Councillor Turnbull:

**That, as recommended by the Human Resources Committee, Christian Bellini, P.Eng., George Comrie, P.Eng., Lola Hidalgo,**



**P.Eng., Gary Houghton, P.Eng., and Qadira Jackson, be appointed as members to the Legislation Committee for the 2017-2018 Council year.**

**CARRIED**

Moved by Councillor Chong, seconded by Councillor Bhatia:

**That, as recommended by the Human Resources Committee, Guy Boone, P.Eng., and Nancy Hill, P.Eng., be appointed as members to the OSPE-PEO Joint Relations Committee for the 2017-2018 Council year.**

**CARRIED**

**11803  
PEO APPOINTMENT TO OACETT  
COUNCIL**

The governance structure of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) provides one position for a professional engineer on its Council.

PEO has received a formal request from OACETT for a PEO Councillor to serve on its Council for a two-year term from June 2017 to June 2019. Changiz Sadr, P.Eng., FEC has served on the Council of OACETT since June 2013. His second two-year term expires on June 1, 2017.

Therefore, Council is being asked to appoint a PEO representative to the Council of the OACETT. The names of Councillors who expressed their interest in serving as a PEO representative were provided to Council.

Moved by Councillor Bhatia, seconded by Councillor Chong:

**That Council approve the HRC recommendation that David Brown, C.E.T., P.Eng. be appointed as a PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists, from the OACETT June 2017 AGM to the OACETT June 2019 AGM.**

**CARRIED**

**11804  
NOMINATIONS FOR MEMBERSHIP ON  
THE QUALIFICATIONS BOARD**

In accordance with the Engineers Canada's process to appoint members to the Canadian Engineering Qualifications Board (CEQB), the chair of the CEQB Nominating Committee informed PEO that the current term for Roydon Fraser, PhD, P.Eng., FEC will expire on June 30, 2017. The CEQB Chair would like to renew Roydon Fraser, PhD, P.Eng., FEC for a second three-year term and is seeking PEO's approval for this renewal.

Roydon Fraser, PhD, P.Eng., FEC is a PEO member in good standing. He is a Councillor-at-large of PEO Council, member of the Academic Requirements Committee (ARC), Licensing Committee (LIC) and PEO

National Framework Task Force (NFTF).

Moved by Councillor Takessian, seconded by Councillor Bhatia:

**That Council nominate Roydon Fraser, PhD, P.Eng., FEC to serve on the Canadian Engineering Qualifications Board (CEQB) as a member representing Ontario, for a second three-year term starting July 1, 2017.**

**CARRIED**

**11805  
APPOINTMENT OF COUNCIL LIAISONS  
TO COMMITTEES AND TASK FORCES  
FOR 2017-2018**

At its November 2008 meeting, Council approved a revised Committees and Task Forces Policy under which Council is to approve Council Liaisons. Further, at its April 2009 meeting, Council directed each committee/task force to designate a member of Council as Council Liaison.

More recently, at its September 23, 2016 meeting, Council approved a revised process for the appointment of Council Liaisons to Committees and Task Forces which directs the Human Resources Committee (HRC) to review the Committees and Task Forces Member Roster to ensure committees have at least one Councillor to act as a Council Liaison.

The HRC met on April 7, 2017 and is not recommending the appointment of Council Liaisons at this time. The Committee determined that it would be more appropriate to canvass Councillors following the Board Committee appointments at the AGM Council meeting and make its recommendations for appointments for Council Liaison at the June Council meeting.

The committees and task force that require a Council Liaison are:

- Awards Committee
- Education Committee
- Equity and Diversity Committee
- Professional Standards Committee
- Registration Committee
- Emerging Disciplines Task Force

It was noted that the Registration Committee requested a lay LGA.

**11806  
COUNCILLOR ITEMS**

a) Suggested Topics for Council consideration

Councillor Fraser suggested that the following items be considered by Council:

- Dealing with Entrepreneurship
- Dealing with Globalization
- Whistleblower protection
- Talking to students as to why they need to become licensed
- Relevancy Program vs. CPD

- The natural science exception – how to fill the gap
- Looking at where the future problems are going to be

b) Meetings

Councillor Preley asked that Council meetings be as focused and productive as possible.

c) Board Appointments

Councillor Chui requested that, in future, the Human Resources Committee discuss, prior to the meeting, its rationale with individuals who had put their name forward but were not selected for a particular committee based on certain assumptions such as time constraints, etc. since the individual may not consider such an assumption(s) to be a barrier. Individuals should be given the opportunity to provide feedback and discuss their ability to serve before the HRC makes its final recommendations.

d) AGM and Council Meetings in Thunder Bay

Councillor Kirkby, on behalf of Council, thanked Councillors Preley and Wesa for the tremendous amount of work that went into hosting the 2017 Annual General meeting, Council meeting as well as all of the other events. This was followed by a round of applause.

e) Prioritization of Agenda Items

Councillor Takessian noted the importance of prioritizing agenda items.

There being no further business, the meeting concluded.

These minutes consist of ten pages and minutes 11794 to 11806 inclusive.

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G. Comrie, P.Eng., Chair

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G. McDonald, P.Eng., Registrar

# Briefing Note – Decision

## CONSULTING ENGINEER DESIGNATION APPLICATIONS

**Purpose:** Under Section 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions.

**Motion(s) for Council to consider:** (requires a simple majority of votes cast to carry)

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-513-3.3, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-513-3.3, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-513-3.3, Appendix A, Section 3.

**Prepared by:** Faris Georgis, P.Eng, Manager, Registration

**Moved by:** Councillor Christian Bellini, P.Eng.

### 1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

### 2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

### 3. Next Steps (if motion approved)

The applicants will be advised of Council’s decision with respect to their applications.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on May 11, 2017.
<b>Council Identified Review</b>	Not applicable. Required by Regulation.
<b>Actual Motion Review</b>	As stated under above process.

### 5. Appendices

- Appendix A – Report of the Consulting Engineer Designation Committee
- Appendix B – Legal Implications

To the 513<sup>th</sup> Meeting of the Council of  
Professional Engineers Ontario

**REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE**

**Chair: Eric Nejat, P.Eng.**

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 13 applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for DESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 56(1) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
1.1	Botros, George	360 Engineering Inc.	360 Willis Dr, Oakville ON, L6L 4V2	100076215
1.2	Brown, Robin	Rubidium Environmental Inc.	208-3228 South Service Rd, Burlington ON, L7N 3H8	100165872
1.3	Eamon, Joshua	EVB Engineering	208 Pitt St, Cornwall ON, K6J 3P6	100013241
1.4	Greck, Brian	Greck and Associates Limited	5770 Highway 7, Woodbridge ON, L4L 1T8	17095407
1.5	Henry, Sean	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	100101640
1.6	Jackson, Jeremy	DEI & Associates Inc.	40 Durward Pl, Waterloo ON, N2L 4E4	100011324
1.7	Jardine, Colin	Eastern Engineering Group Inc.	212-125 Stewart Blvd, Brockville ON, K6V 4W4	100085569
1.8	Lefebvre, Robert	Goodkey, Weedmark & Associates Limited	1688 Woodward Dr, Ottawa ON, K2C 3R8	90455866
1.9	Metaxas-Mariatos, Christopher	Mooney & Metaxas Engineering	100-51 Breithaupt St, Kitchener ON, N2H 5G5	100136009
1.10	Rosales Agusti, Eduardo	ERA-SPE	26 Ayton Lane, Ottawa ON, K2K 2J5	100103803
1.11	Shahbikian, Koryun	Schaeffer & Associates Ltd.	6 Ronrose Dr, Concord ON, L4K 4R3	100090411
1.12	Wang, Jun	H.H. Angus & Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	100053856
1.13	Zegerius, Gerard	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	100135688

**2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 46 applicants be granted REDESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 57(2) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
2.1	Balbaa, Hassan (Nino)	CCP Engineering Inc.	2B-6295 Shawson Dr, Mississauga ON, L5T 1H4	90383407
2.2	Balendran, Ponnudurai	MNA Engineering Ltd.	54 Howden Rd, Unit E, Scarborough ON, M1R 3E4	90365214
2.3	Bannister, David	R.J. Burnside & Associates Limited	200-17345 Leslie St, Newmarket ON, L3Y 0A4	2263010
2.4	Barban, David	Nor Mech Engineering Inc.	1141 Old Garden River Rd, Sault Ste Marie ON, P6A 6J8	90405952
2.5	Bartusevicius, Kestutis	G.D. Jewell Engineering Inc.	200A-2155 Leanne Blvd, Mississauga ON, L5K 2K8	2624500
2.6	Betka, Peter	Peter Betka & Associates Ltd.	7-785 Pacific Rd, Oakville ON, L6L 6M3	3620010
2.7	Braun, David	Braun Consulting Engineers	44-941 Gordon St, Guelph ON, N1G 4R9	5037015
2.8	Burke, Jonathan	JRMB Engineering	42 Albert St, Stratford ON, N5A 3K3	90447442
2.9	Chapnik, Brian	Howe Gastmeier Chapnik Ltd.	203-2000 Argentia Rd, Plaza 1, Mississauga ON, L5N 1P7	90293390
2.10	Coulter, John	J.E. Coulter Associates Limited	211-1210 Sheppard Ave E, North York ON, M2K 1E3	9503012
2.11	Cruikshank, Donald	Donald Cruikshank	6150 Mountaingate Dr, Niagara Falls ON, L2J 4H8	10026011
2.12	Dizon, Nicolas	Ellard Willson Engineering Ltd.	260 Town Centre Blvd, Markham ON, L3R 8H8	90290800
2.13	Ellis, Brian	Ellis Engineering Inc.	201-214 Martindale Rd, St Catharines ON, L2S 0B2	13165402
2.14	Gerwen, Christopher Van	Andronowski & Associates Ltd.	6-350 Speedvale Ave W, Guelph ON, N1H 7M7	90281528
2.15	Giuliano, Matteo	Landiv Group Engineering Ltd.	1826 Pattinson Cres, Mississauga ON, L5J 1H7	16266116
2.16	Gorber, Donald	Independent Environmental Consultants	200-70 Valleywood Dr, Markham ON, L3R 4T5	16611014
2.17	Haddad, Yunis	Haddad Morgan and Associates Ltd.	24 Shepherd St E, Windsor ON, N8X 2J8	17730011
2.18	Hallas, Darren	Eramosa Engineering Inc.	650 Woodlawn Rd W, Blk C, Unit 4, Guelph ON, N1K 1B8	90529637
2.19	Hind, Duncan	Hind Engineering Ltd.	216-181 Carlaw Ave, Toronto ON, M4M 2S1	19733500

2.20	Irving, Gary	Muskoka Engineering	4372 Muskoka Rd 169, RR3, Port Carling ON, P0B 1J0	21386016
2.21	Janota, Joseph	JP2G Consultants Inc.	12 International Drive, Pembroke ON, K8A 6W5	21827019
2.22	Jantzi, Timothy	MCW Consultants Ltd.	615-207 Queen's Quay W, Toronto ON, M6J 1A7	21844600
2.23	Magditsch, Alexander	Comcor Environmental Limited	320 Pinebush Rd, Cambridge ON, N1T 1Z6	28555506
2.24	Mann, John	Power Engineering Services Ltd.	215-305 Milner Ave, Scarborough ON, M1B 3V4	28915015
2.25	Massi, Luigi	Bramcon Engineering Limited	105-2 Automatic Rd, Brampton ON, L6S 6K8	29514015
2.26	Meyer, Eduard	L.P. Meyer & Associates (Windsor) Ltd.	7931 Riverside Dr E, Windsor ON, N8S 1E3	31517501
2.27	Nathoo, Alnoor	Peto MacCallum Ltd.	165 Cartwright Ave, Toronto ON, M6A 1V5	33608019
2.28	Quaile, Allan	Quaile Engineering Ltd.	38 Parkside Dr, Newmarket ON, L3Y 8J9	37753506
2.29	Rochon, Michael	Roar Engineering Inc.	7565 Danbro Cres, Mississauga ON, L5N 6P9	90220195
2.30	Ropret, Michael	Roar Engineering Inc.	7565 Danbro Cres, Mississauga ON, L5N 6P9	90275140
2.31	Ruiuiescu, Marian	Algal Engineering Ltd.	100-515 Consumers Rd, North York ON, M2J 4Z2	100050242
2.32	Santia, Felicetto (Phil)	e-Lumen International Inc.	204-595 Cityview Blvd, Vaughan ON, L4H 3M7	90397563
2.33	Shelestynsky, Stephen	1964868 Ontario Inc.	207 Fellowes Cres, Waterdown ON, L8B 0N3	90384074
2.34	Smith, Douglas	Smith and Andersen Consulting Engineering	500-4211 Yonge St, North York ON, M2P 2A9	43143700
2.35	Smith, James	JASAL Engineering Inc.	5725 Outer Dr, Tecumseh ON, N9A 6J3	90335951
2.36	Spencer, Willis	W.E. Spencer Engineering Inc.	No 057722 Conc 11, Georgian Bluffs, Tara ON, N0H 2N0	43862754
2.37	Tou, Benjamin	Tou & Associates Ltd.	48-90 Nolan Crt, Markham ON, L3R 4L9	46798500
2.38	Vakilian, Hassan	HAVA Engineering Ltd.	132 Rosedale Valley Rd, Toronto ON, M4W 1P7	90515362
2.39	Veitch, William	MTE Consultants Inc.	560 Wellington St, 4/F, London ON, N6A 3R4	47990312
2.40	Webster, Reginald	Reg Webster Consulting Inc.	3633 Cochrane St, Whitby ON, L1R 2T2	49280019
2.41	Wells, Andrew	KJA Consultants Inc.	901-85 Richmond St W, Toronto ON, M5H 2C9	90439860
2.42	White, John (Calvin)	J.E.C. White Consulting	914 Glenwood Ave, Burlington ON, L7T 2J9	49701014

2.43	Wood, Victor	V.A. Wood Associates Limited	1080 Tapscott Rd, Scarborough ON, M1X 1E7	51000016
2.44	Wray, Howard	Triton Engineering Services Limited	8-18 Robb Blvd, Orangeville ON, L9W 3L2	51167708
2.45	Yamson, Harley	Trace Engineering	904-505 Consumers Rd, North York ON, M2S 4V8	100056891
2.46	Zourntos, Peter	Valdor Engineering Inc.	2-741 Rowntree Dairy Rd, Woodbridge ON, L4L 5T9	90214156

3. The Committee recommends to Council that the following **10 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”**, having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	Able Engineering Inc.	20 Densley Ave, Toronto ON, M6M 2R1	Steven Little, P.Eng., and Jay Bernard Little, P.Eng.
3.2	Art Engineering Inc.	171 Walgreen Road, Carp ON, K0A 1L0	Artem Ivantchouk, P.Eng.
3.3	D.L. Engineering Inc.	302-9030 Leslie St, Richmond Hill ON, l4b 1g2	Derek Lai, P.Eng.
3.4	Gibson, Walter Harold (o/a) Walt Gibson Engineering	3141 Gibson Road, Newcastle ON, L1B 1L9	Walter Gibson, P.Eng.
3.5	HurterConsult Incorporated	4-5330 Canotek Rd, Ottawa ON, K1J 9C1	Robert Hurter, P.Eng.
3.6	JNE Consulting Ltd.	176 Shaw St, Hamilton ON, L8L 3P7	John Ng, P.Eng., Joseph Ng, P.Eng., Ted Tandon, P.Eng., and Sasa Dzekic, P.Eng.
3.7	Mann Engineering	101-150 Bridgeland Ave, North York ON, M6A 1Z5	James Mann, P.Eng.
3.8	MTE Consultants Inc.	520 Bingemans Centre Dr, Kitchener ON, N2B 3X9	Josef Martens, P.Eng., Ted Rowe, P.Eng., Don Finelli, P.Eng., and Bill Veitch, P.Eng.
3.9	The Greer Galloway Group Inc.	973 Crawford Dr, Peterborough ON, K9J 3X1	Walter Robert Galloway, P.Eng., and Steven J. Blakey, P.Eng.
3.10	T. Smith Engineering Inc.	707 Kipling Ave, Toronto ON, M8Z 5G4	Terrence Smith, P.Eng.



## CONSULTING ENGINEER DESIGNATION APPLICATIONS

### Legal Implications/Authority

1. Pursuant to Section 56(2), Council has the authority to exempt an applicant from any of the examinations required by section 56(1) to be taken by an applicant for a Consulting Engineer Designation if Council is satisfied that the applicant has appropriate qualifications.

Pursuant to Section 56(1) Council **shall** designate as a Consulting Engineer every applicant for the Designation who meets the requirements set out in Section 56(1)(a-d). As a result there does not appear to be any discretion for Council to refuse applicants who meet the requirements.

2. Pursuant to Section 57(2) Council **shall** redesignate as a consulting engineer every applicant who meets the requirements of section 57(2) (a-c). As a result there does not appear to be any discretion for Council to refuse applicants who meet the requirements.

## In Camera Session

In-camera sessions are closed to the public

## **PEO Strategic Plan 2015-2017 - Update**

**Purpose:** To inform Council of progress in implementing the Strategic Plan and its associated Strategies.

**No motion required**

**Prepared by:** Gerard McDonald, P.Eng. , Registrar

### **1. Status Update**

A Strategic Plan is a fundamental tool and resource used to orient and align the work of an entity. It also provides senior management an essential means of leading and managing the organization.

At its meeting of November 21, 2014 Council approved a three year Strategic Plan for PEO along with associated Strategies. Council further instructed that the Registrar to provide updates on the progress of realizing the approved Strategies at the March, June and September Council meetings for the duration of the Plan period.

The ninth update on Plan progress is found at Appendix A – Strategic Plan Update 9.

### **Appendices**

- Appendix A - Strategic Plan Update 9



Professional Engineers Ontario

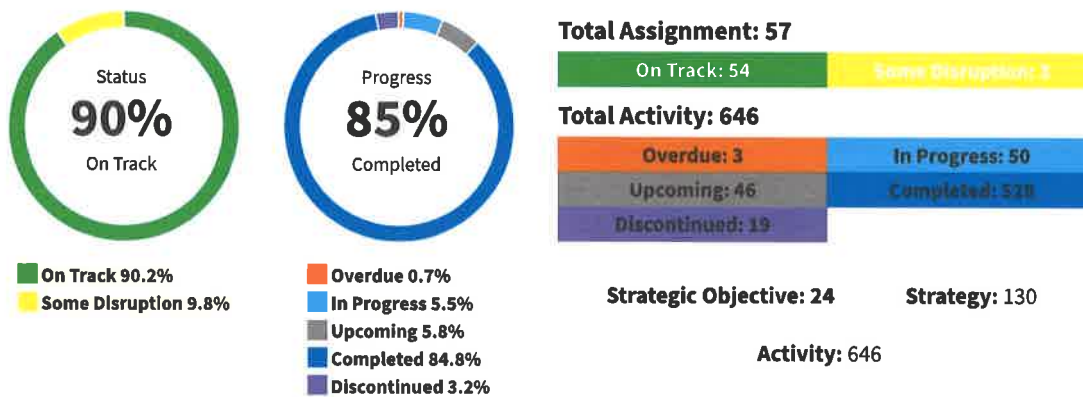
## **Executive Report**

Update No. 9

**Strategic Plan Progress as at Jun 07, 2017**

Created on: Jun 07, 2017

# Strategic Plan Progress from Mar 08, 2017 to Jun 07, 2017



## Summary

As of June 7, 2017, of the 130 (117) Strategies identified in the Strategic Plan, 89 (83) have been completed, 41 (34) are in progress.

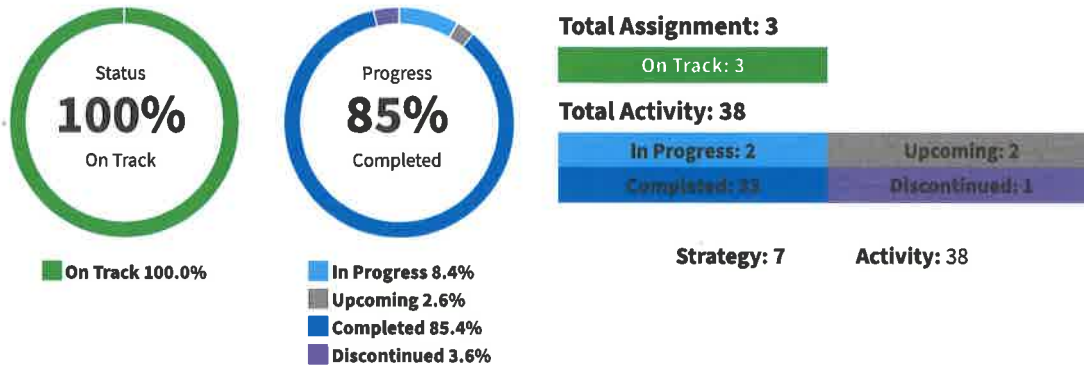
In terms of Activities associated with specific Strategies, 88.07% (89.91%) of these have been completed, another 6.18% (7.29%) of the Activities are in progress, and 5.75% (2.79%) of the Activities have yet to commence.

The overwhelming majority of Activities in progress are deemed to be "On Track" at this point.

(n.b. numbers in brackets represent the totals from the previous update report)

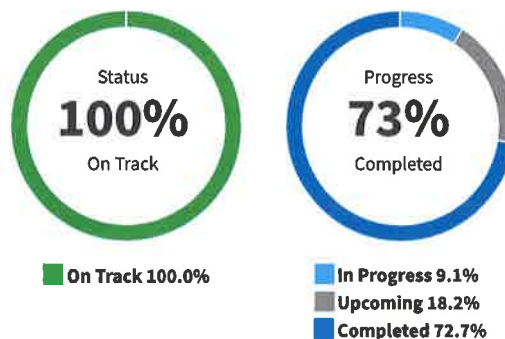
## Strategic Objective 1 ★★★★☆

**PRACTITIONERS** - Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical



### Strategy 1.2 ★★★★☆

Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC



**Activity: 11**

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 30, 2017**

***ERC to determine process for improvement: (100% Completed)***

ERC subcommittee tasked with completing the implementation plan. Subcommittee members and ERC volunteers met on October 25, 2016 to develop indicators for the competencies.

***ERC subcommittee implementation of action plan: (100% Completed)***

ERC subcommittee to lead the implementation of the consultant's recommendations.  
 ERC to develop list of indicators for the 5 competencies. October 25, 2016

***ERC member training: (100% Completed)***

Preliminary training as per recommendation #1 of consultant's report. Training delivered December 9, 2016.

Project to be completed in Q4 2017 with new process training for ERC

## Strategy 1.7



Develop practice guideline for *Assuming Responsibility and Supervising Engineering Services*



Activity: 2

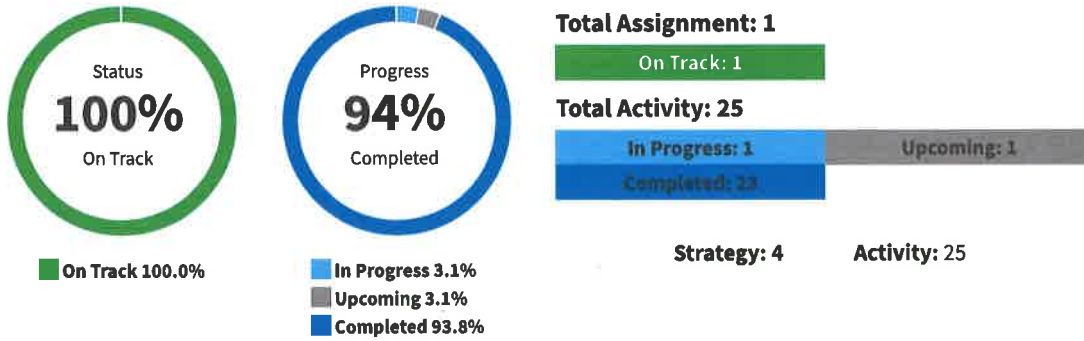
Last update by Gerard McDonald (Registrar): Jun 07, 2017

**Prepare Guideline: (10% Completed)**

Staff is working on draft

**Strategic Objective 2** ★★☆☆

**PRACTITIONERS** - Public recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities



**Strategy 2.2** ★★☆☆

Develop and implement communications plan around the LET/LL and C of A regulation changes to independent practice



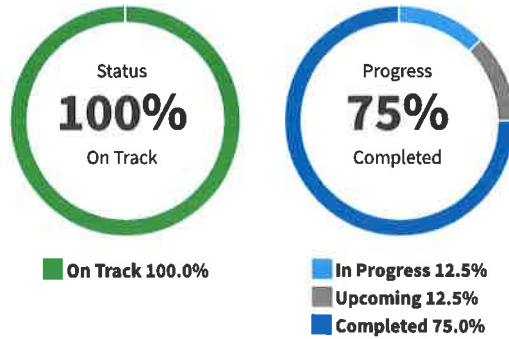
**Last update by David Smith (Director, Communications): Mar 01, 2017**

Published article in Jan/Feb issue of Engineering Dimensions on use of engineering terms, including, LET, LEL and C of A.

**Strategy 2.3** ★★☆☆

Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed





Activity: 8

**Last update by David Smith (Director, Communications): May 30, 2017**

Promoted and updated distributed updated brochure to assist newcomers interested in seeking licensure at the Advanced Manufacturing tradeshow in May.

**Strategy 2.4** ★★☆☆☆

Communications Infrastructure Engineering outreach and licensure.



Activity: 6

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 30, 2017**

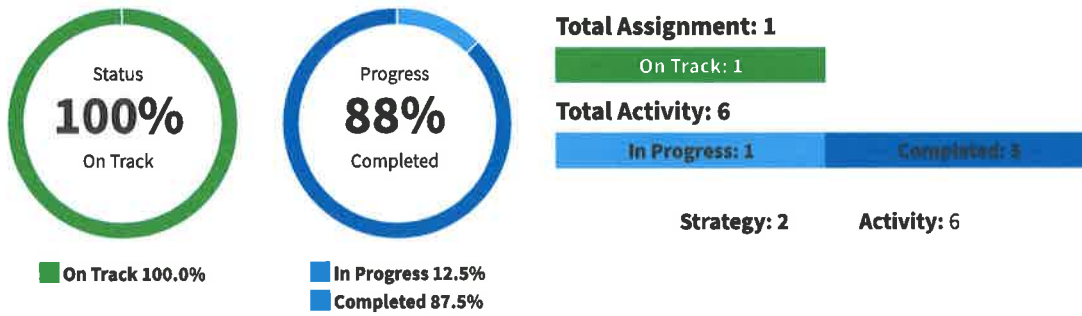
***Evaluate and Licence CIE Applicants: (100% Completed)***

26 Applications have been received for Limited Licence and P. Eng Licence. A meeting of the Working group was held On January 30,2017 to discuss thre progress of the applications.

First CIE P. Eng Licence approved on MAy 12, 2017

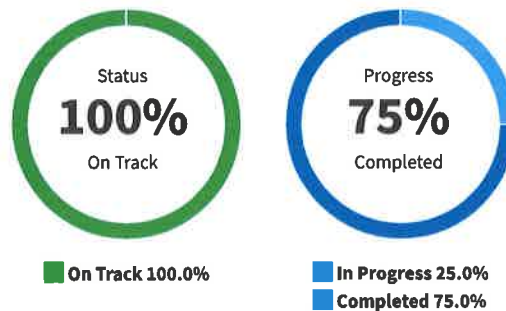
## Strategic Objective 3 ★ ★ ☆ ☆ ☆

**PRACTITIONERS** - Members regard PEO as their trusted advisor and advocate in matters of professional practice



### Strategy 3.1 ★ ★ ☆ ☆ ☆

Produce an educational program to inform members about the role of the PSC and the services that Practice Advisory can offer to practitioners, and promote their use



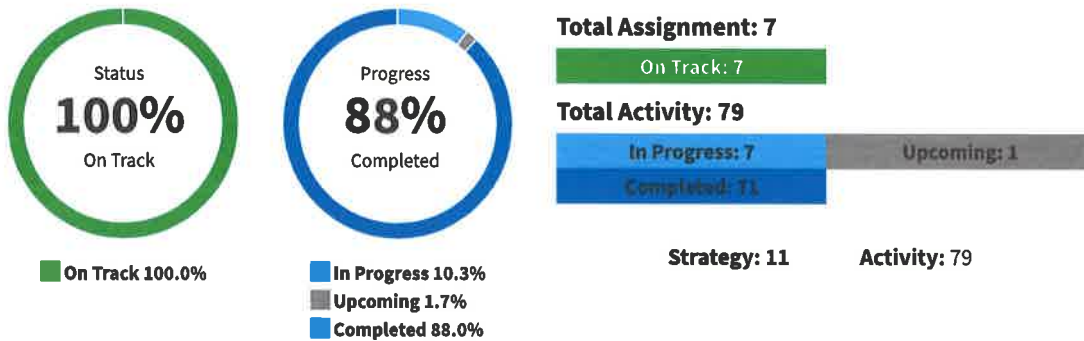
**Activity: 4**

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 30, 2017**

■ The strategy is complete. A webinar has been scheduled for late June and additional refinements will follow.

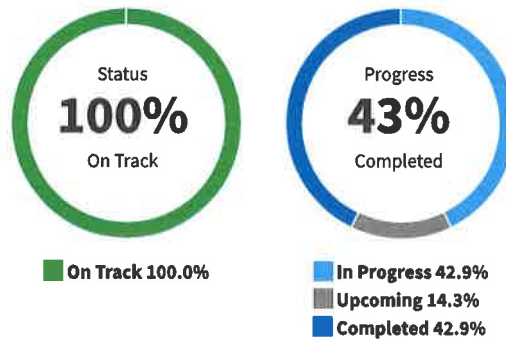
## Strategic Objective 4 ★★★★☆

**REGULATORY FRAMEWORK** - Elliot Lake Commission of Inquiry recommendations are earnestly implemented



### Strategy 4.1 ★★★★★

Develop a Performance Standard for structural inspections of existing buildings which will require the production of a Structural Adequacy Report. (Recommendations 1.4 and 1.6)



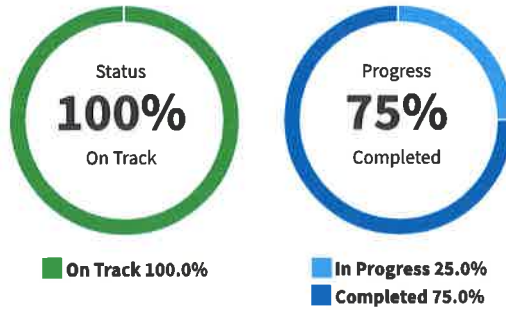
**Activity: 7**

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 30, 2017**

Performance Standard held in abeyance until MMA makes a decision on mandatory assessments.

### Strategy 4.7 ★★★★☆

Make available specific disciplinary information on the PEO website in a format readily and easily searchable by the name of a practitioner. (Recommendation 1.26)



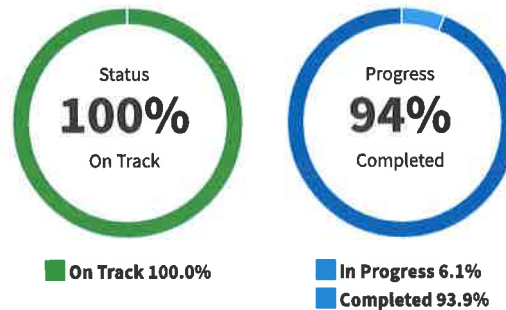
Activity: 4

Last update by Michelle Wehrle (Director, Information Technology): May 31, 2017

Next steps: Developing prototype to demo to SMT  
 Project is expected to be completed by December 2018

**Strategy 4.10** ★★☆☆☆

Peak Program Implementation



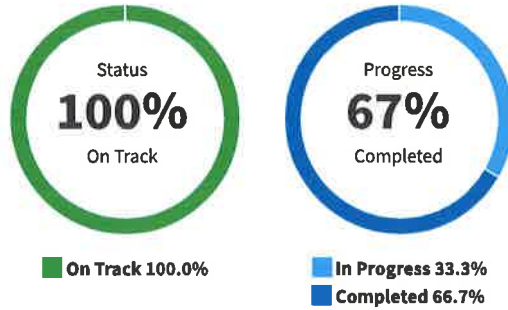
Activity: 33

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 31, 2017

Outstanding work in this strategy includes investigating how to practitioners who cannot complete the on-line version. Anticipate completing this by end of 3rd Quarter.

**Strategy 4.11** ★★☆☆☆

Develop *Coordinating Licensed Professional Guideline*



**Activity: 3**

**Last update by Gerard McDonald (Registrar): Jun 07, 2017**

***Council Approval of Guideline: (100% Completed)***

Council gave approval to proceed with Guideline on November 18, 2016

***Form subcommittee: (100% Completed)***

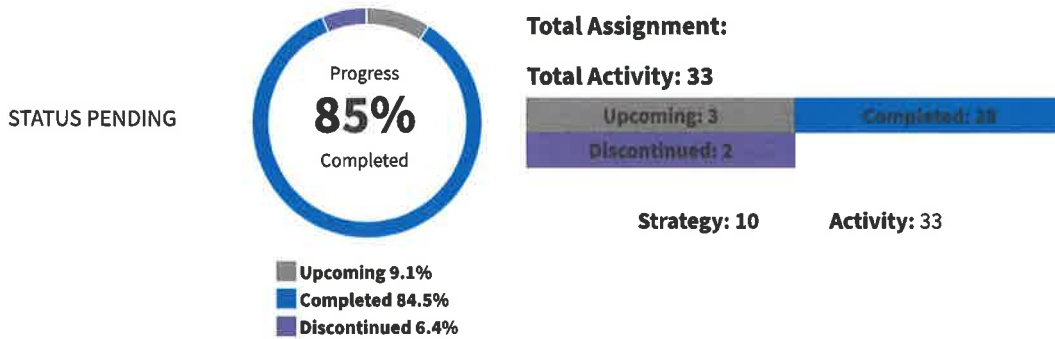
Complete

***Form subcommittee: (100% Completed)***

Committee has been populated and initial meeting scheduled

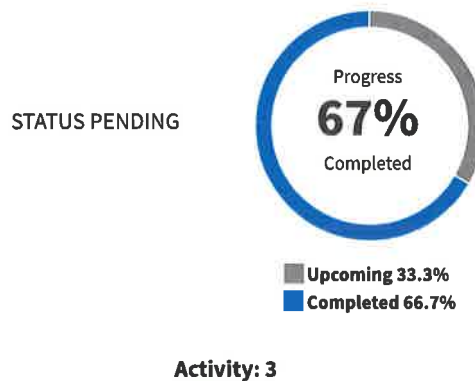
## Strategic Objective 5 ★★★★☆

**REGULATORY FRAMEWORK** - Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process



### Strategy 5.8 ★★★★☆

Revise *Environmental Site Assessment, Remediation and Management Guideline*



**Last update by Gerard McDonald (Registrar): Jun 07, 2017**

***Council Approval of Guideline: (100% Completed)***

Council gave approval to proceed with Guideline on November 18, 2016

***Form subcommittee: (100% Completed)***

Complete

***Form subcommittee: (100% Completed)***

Committee has been populated and initial meeting scheduled

### Strategy 5.9 ★★★★☆

Revise *Guideline for Professional Engineers Providing Reports on Mineral Properties.*

STATUS PENDING



Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

**Council Approval of Guideline: (100% Completed)**

Council gave approval to proceed with Guideline on November 18, 2016

**Form subcommittee: (100% Completed)**

Complete

**Form subcommittee: (100% Completed)**

Committee has been populated and initial meeting scheduled

**Strategy 5.10** ★★☆☆

Revise Use of Professional Engineers Seal Guideline

STATUS PENDING



Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

**Council Approval of Guideline: (100% Completed)**

Council gave approval to proceed with Guideline on November 18, 2016

**Form subcommittee: (100% Completed)**

Complete

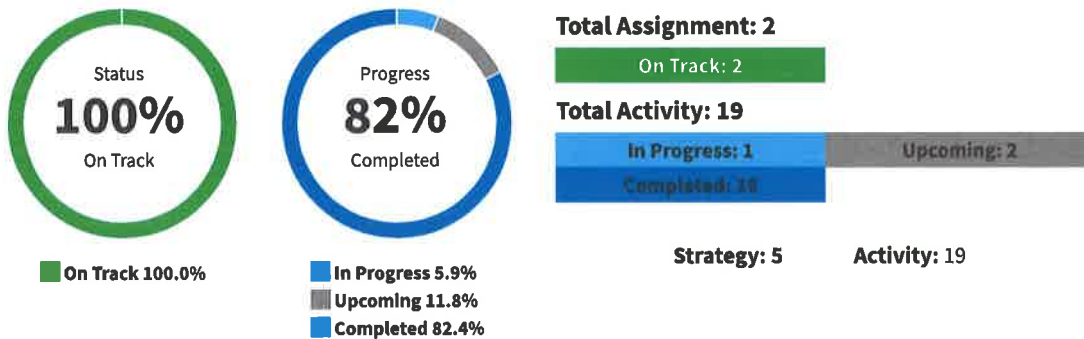
**Form subcommittee: (100% Completed)**

Committee has been populated and initial meeting scheduled



## Strategic Objective 6 ★★★★☆

**REGULATORY FRAMEWORK** - Licensing is based on levels of competence



### Strategy 6.2 ★★★★☆

Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation



**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 30, 2017**

***Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (75% Completed)***

APEGBC presented status report at the NAOG meeting

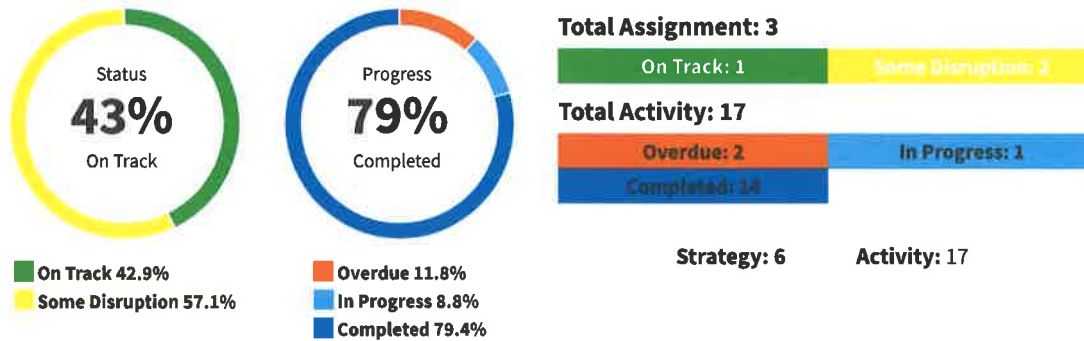
***Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (90% Completed)***

Licensing and Registration Staff attended March 31 meeting of the Steering Committee. Next meeting is scheduled in conjunction with NAOG Meeting in June.

Review pilot results from other provinces and determine appropriate recommendations for Council's consideration by Q4 2017.

## Strategic Objective 7 ★★★★☆

**REGULATORY FRAMEWORK** - The complaints process is optimized, balancing transparency, fairness and timeliness



### Strategy 7.1 ★★★★☆

Develop system to monitor and report on discrete complaint investigation steps against their established targets.

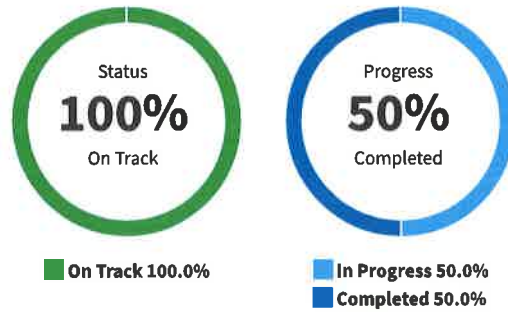


**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

Discrete complaint investigation step targets have been established. Further work on this strategy is superseded by the expanded Register project, which resulted after Council's approval of Act changes which expand the information required to be included in the on-line Register. The on-line register project has identified that an Aptify data quality effort is required.

### Strategy 7.6 ★★★★☆

Review and refine voluntary undertakings process employed by Complaints Committee within complaints process.



**Activity: 2**

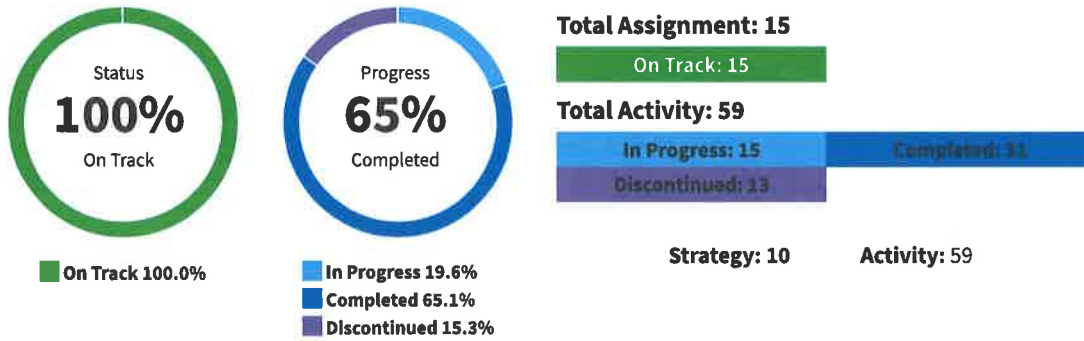
**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

***Develop Guide for Voluntary Undertakings for use by Complaints Committee.: (30% Completed)***

Legal opinion was reviewed and adopted by COC at its July 2016 AGM. Staff now in process of developing resource guide for use by committee, and focussing efforts on the mechanics of making certain VUs public. COC Workplan was adjusted by COC, based on 2016 priorities, pushing the end date for this activity to mid 2017.

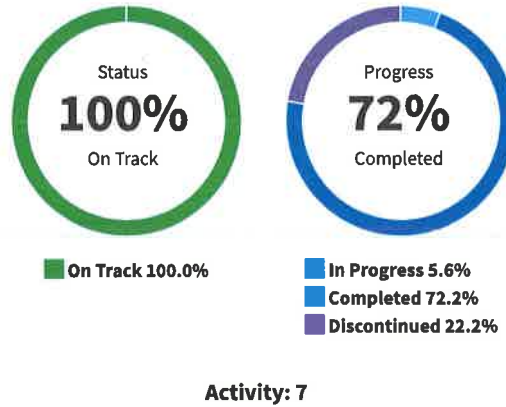
## Strategic Objective 8 ★★★★☆

**REGULATORY FRAMEWORK** - The practice and title-provisions of the Professional Engineers Act are judiciously enforced and continuously improved



### Strategy 8.2 ★★★★☆

Develop key performance indicators (KPIs) of enforcement activity.

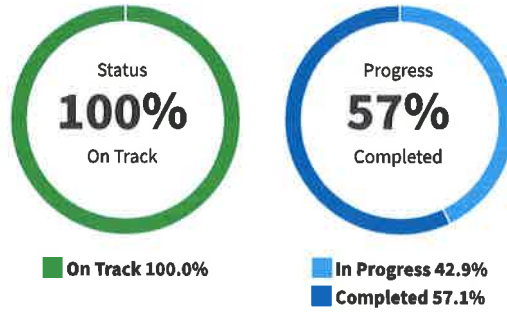


**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

Tracking of internal operational indicators is now on-going. Current strategy focus is on developing measurement tools for KPIs.

### Strategy 8.4 ★★☆☆☆

Revise enforcement policy and procedures manual



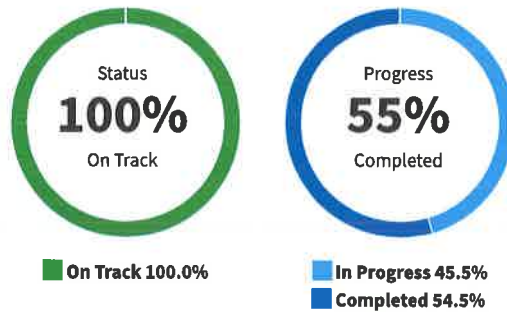
Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017

Activity completion extended to review working draft and add in Aptify processes. Activity to be expedited for June 2017

Strategy 8.5 ★★★★★

Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action



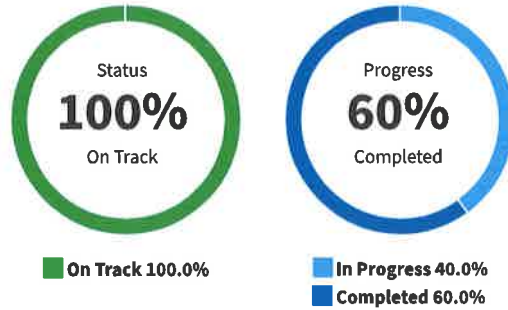
Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017

Structure of decision aid is mapped out. Activity completion extended to end of June due to work on high priority projects.

Strategy 8.8 ★★★★★

Develop Enforcement Reporting Guide for use by general public and members



Activity: 5

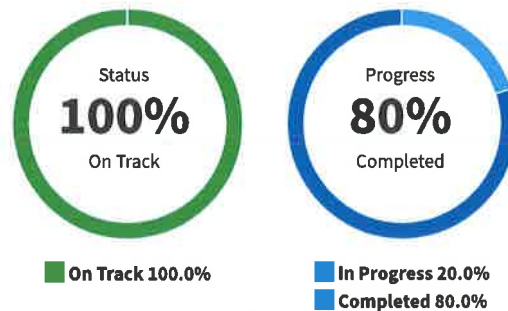
**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

Enforcement Committee feedback has been incorporated; final revision to include feedback from Enforcement and Outreach Officer and Enforcement Manager.

Final staff revision to be expedited in June, for review by Communications.

**Strategy 8.9** ★★☆☆☆

Develop plan for enhanced enforcement in manufacturing sector.



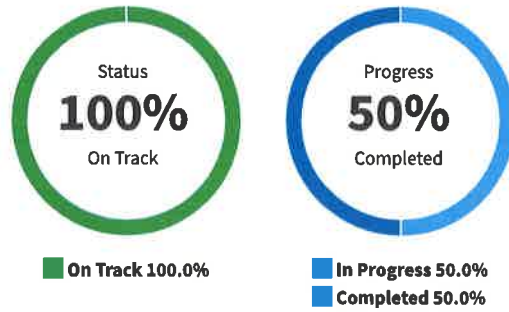
Activity: 5

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

This is a pending task for Enforcement Committee to advise on potential activities as a 2017 Work Plan assignment.

**Strategy 8.10** ★★☆☆☆

Develop plan for enforcement outreach to key stakeholders.



**Activity: 6**

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jun 04, 2017**

Draft outreach plan has been developed, currently under staff review.

## Strategic Objective 9 ★★★★☆

**REGULATORY FRAMEWORK** - Tribunals employ accepted smart practices in all operations and are seen to be independent and fair



### Strategy 9.2 ★★★★☆

Tribunal Panel Composition and Size



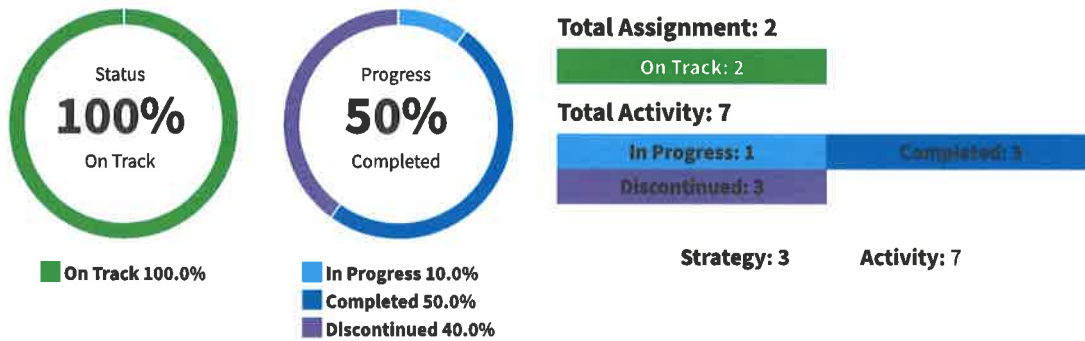
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 30, 2017**

After the Legislation Committee review Council approved an amendment to the PEAct to allow panels to be composed without the need of an elected councillor. The proposed amendment is part of the Belanger changes. This completes the strategy.



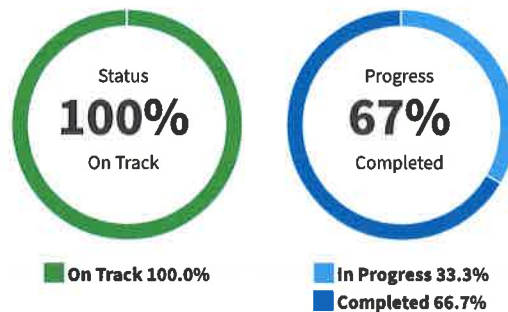
## Strategic Objective 10 ★★★★☆

**STAKEHOLDERS** - Engage key regulatory ministries and industry in engineering public policy development



### Strategy 10.3 ★★★★☆

Develop Practice Guideline and Performance Standard to Prepare Emission Summary and Dispersion Model Reports



Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

#### ***Prepare Guideline: (2% Completed)***

Work has just commenced completion scheduled for July 2018

#### ***Prepare Guideline: (0% Completed)***

First meeting of subcommittee held may 31, 2017

## Strategic Objective 11 ★ ★ ★ ☆ ☆

**STAKEHOLDERS** - Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates

STATUS PENDING



■ Completed 100.0%

**Total Assignment:**

**Total Activity: 14**

Completed: 14

**Strategy: 5**

**Activity: 14**

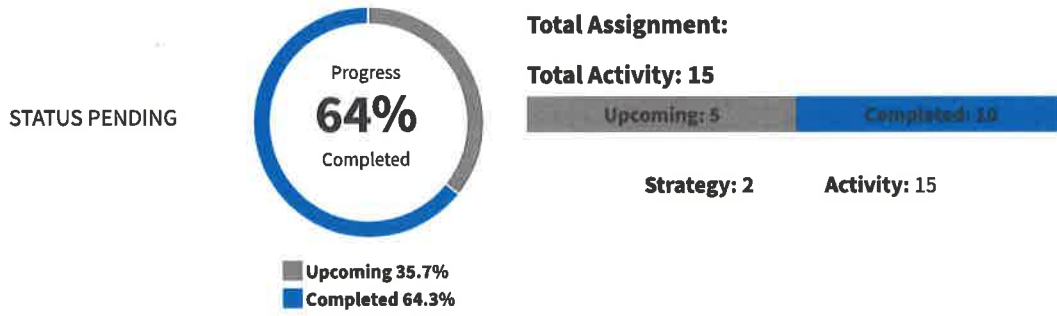
**Strategic Objective 12** ★★☆☆☆

**STAKEHOLDERS** - Productive partnerships are developed with Engineers Canada and other constituent associations



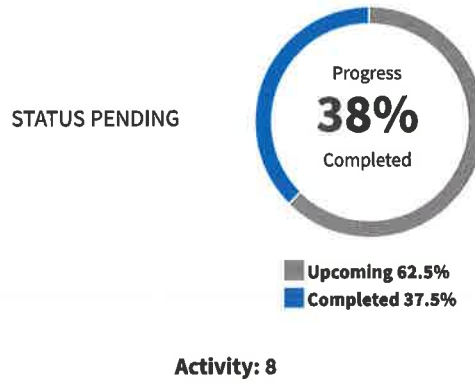
**Strategic Objective 13** ★★☆☆☆

**STAKEHOLDERS** - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



**Strategy 13.2** ★★☆☆☆

Public Information Campaign

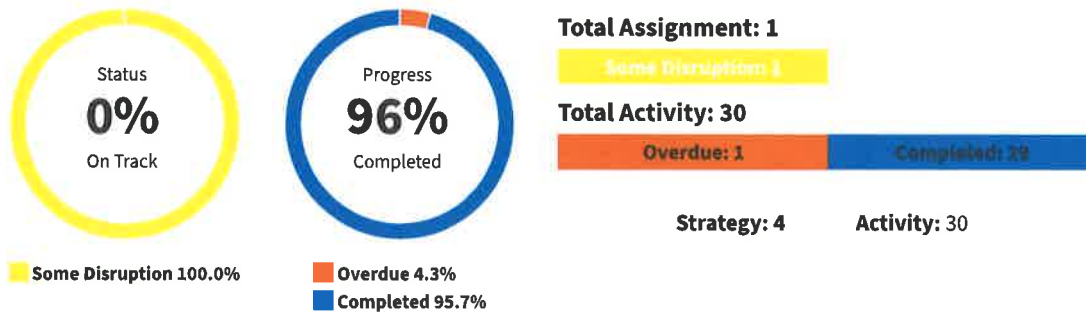


**Last update by Gerard McDonald (Registrar): Jun 07, 2017**

Task force has been formed and an RFP issued. Successful consultant will be chosen by the end of June

## Strategic Objective 14 ★★★★☆

**OPERATIONS** - Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated

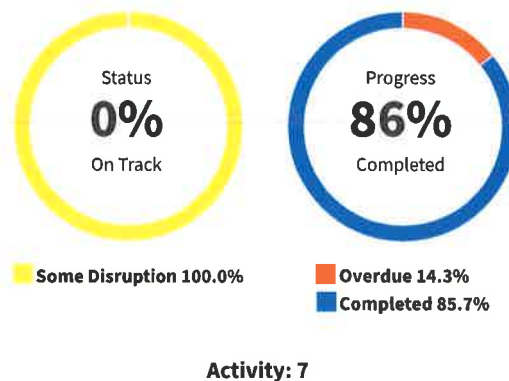


### Summary

Based on IT demands, development of RFP for new website is scheduled for early 2017 with the new website expected to be launched by year's end.

### Strategy 14.1 ★★★★☆

Review website analytics and end-user functionality to determine next iteration of PEO web presence



**Last update by David Smith (Director, Communications): May 30, 2017**

Requirements gathering process began in May 2017. Staff focus groups on website redesign scheduled in June.

### Strategy 14.2 ★★★☆☆

Develop web-based version of Engineering Dimensions to enhance accessibility of information for members

STATUS PENDING



■ Completed 100.0%

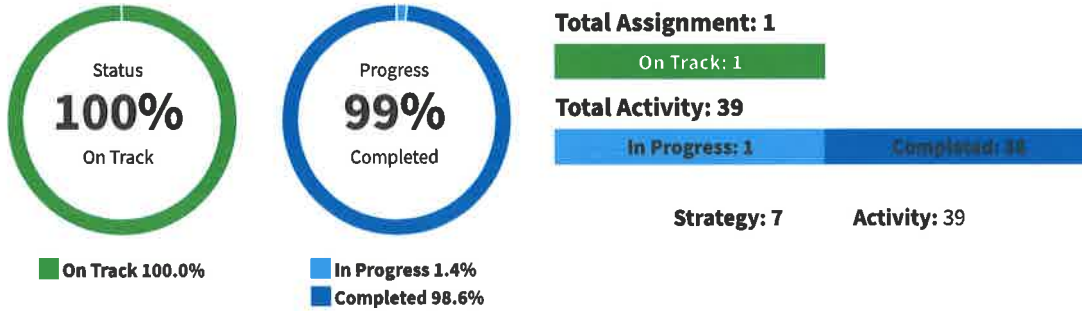
**Activity: 9**

**Last update by David Smith (Director, Communications): May 31, 2017**

Text-based version of the magazine launched in May 2016 in conjunction with the May/June issue. This format provides a simple alternative to the digital edition.

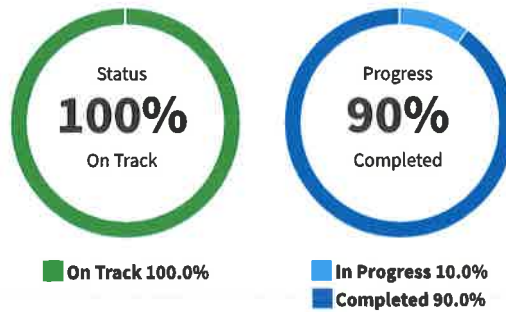
## Strategic Objective 15 ★★★★☆

**OPERATIONS** - Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance



### Strategy 15.7 ★★★★☆

Implementation of online expense project



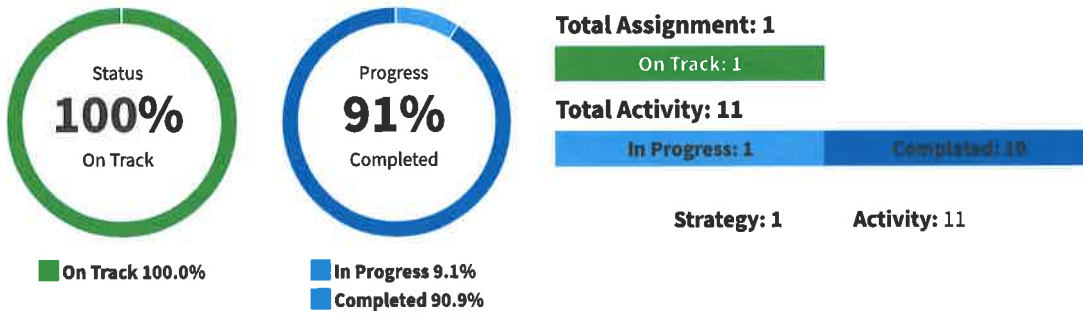
Activity: 10

**Last update by Chetan Mehta (Director, Finance): May 31, 2017**

This strategy is 90% complete and is in the final stages of completion. Work is underway for planning a roll out to volunteers and expected to be completed by the end of August.

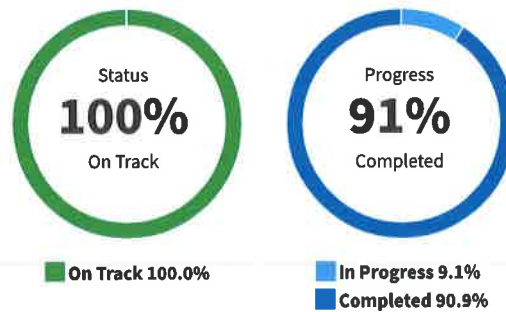
## Strategic Objective 16 ★★★★☆☆

**OPERATIONS** - Cost management and service delivery are improved by actively managing service provider performance



### Strategy 16.1 ★★★★☆☆

Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers



Activity: 11

**Last update by Scott Clark (Chief Administrative Officer): May 30, 2017**

Strategy Update: 10 of 11 activities in this strategy are completed. One activity (Audit IT compliance against established governance practices) is outstanding. IT Director working with IT Manager to review previous work on this initiative and outlining next steps to completion.



**Strategic Objective 17** ★★☆☆

**OPERATIONS** - PEO Headquarters occupancy rates and building efficiency are optimized



**Strategy 17.3** ★★☆☆

Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making



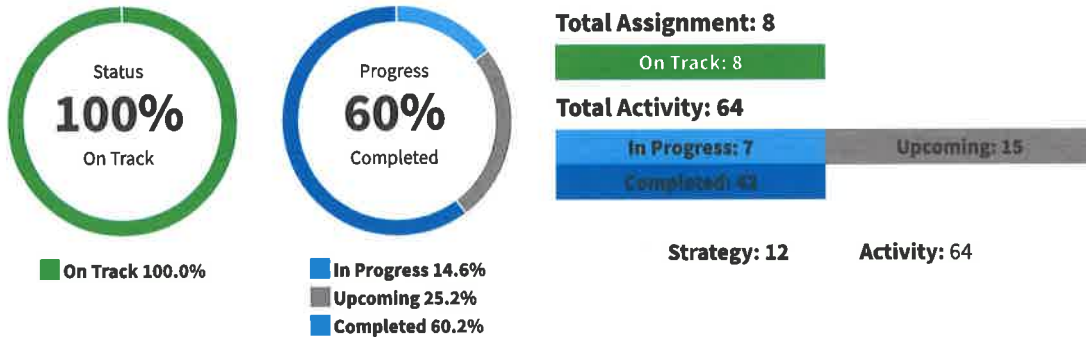
**Activity: 1**

**Last update by Scott Clark (Chief Administrative Officer): Apr 25, 2017**

Project complete

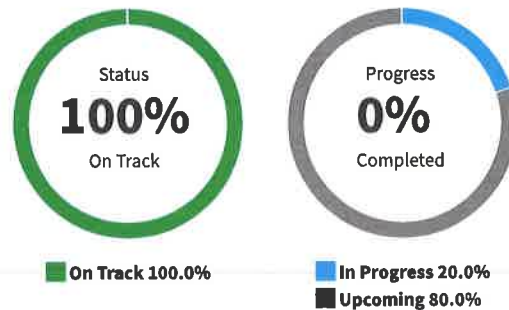
## Strategic Objective 18 ★★★★☆

**OPERATIONS** - Risk is mitigated by assessing vulnerabilities and addressing service gaps



### Strategy 18.2 ★★★★☆

Re-launch Sharepoint based upon accepted smart practices



Activity: 5

**Last update by Scott Clark (Chief Administrative Officer): May 25, 2017**

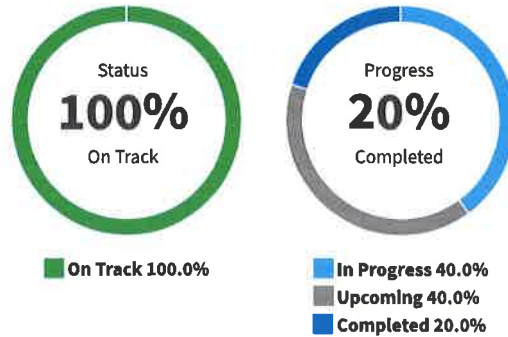
Strategy Update: Project Charter created and approved.

Next Steps: Discovery to be undertaken

Project is expected to be completed by June 2018

### Strategy 18.5 ★★★★☆

Implement new Online Licensing system



Activity: 5

Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 30, 2017

**Define requirements: (33% Completed)**

Final Meeting held with Consultant for online application submission. Business Analyst hired to complete the defining of all business requirements including Aptify and Document Management System

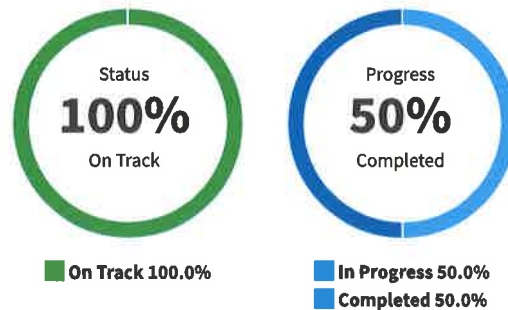
**Develop the solution: (10% Completed)**

Hired BA to identify gaps in the requirements gathered already. BA to complete full requirements gathering, to include business process by Licensing staff and committees plus integration points with Aptify.

RFP to be issued in 2017 with implementation scheduled based on budgeting requirements.

**Strategy 18.6** ★★★★★

Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction



Activity: 2

Last update by Michelle Wehrle (Director, Information Technology): May 31, 2017

Strategy Update: Implemented the use of Contracts portal for IT and organization contract information storage.

Next Steps: Implement self server for employees to submit, update and follow up on their tickets

This is an ongoing project with multiple features that can be implemented to improve service availability, service performance, and client satisfaction.

**Strategy 18.7** ★★★★★☆

Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations



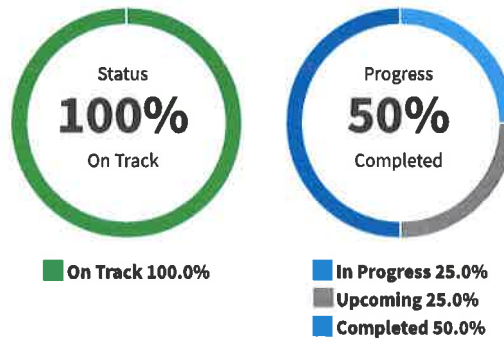
Activity: 5

Last update by Scott Clark (Chief Administrative Officer): May 31, 2017

Status Update: this project is on hold pending development of a risk register.

**Strategy 18.11** ★★★★★☆

Develop CASL Compliance Tracking



Activity: 4

Last update by Scott Clark (Chief Administrative Officer): May 25, 2017

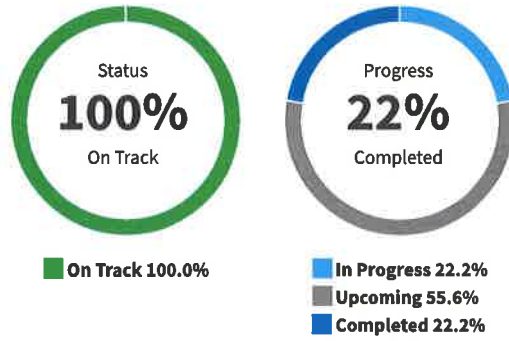
Strategy Update: CASL working group recommendations presented to Registrar. Amended recommendations approved by Registrar.

Next Steps: communication plan to be developed

Project is expected to be completed by December 2017.

**Strategy 18.12** ★★★★★☆

Implement Threat Risk Assessment Report Recommendations



Activity: 9

**Last update by John Cookson (Manager, Building Operations): Jun 05, 2017**

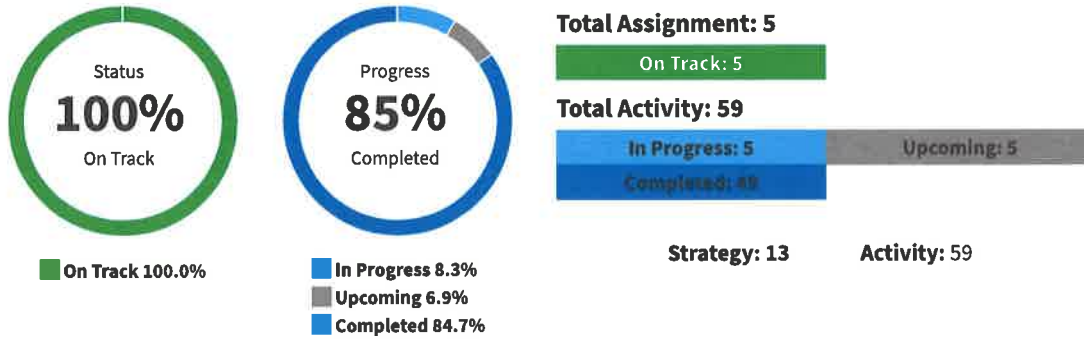
Strategy Update: 2017 plan is complete. Quotes received from vendor.

Next Steps: Tyco has been awarded work for 2017 (panic buttons). Complete Capital Plan for 2018.

Project expected to be completed by June 2018

**Strategic Objective 19** ★★★★★

**STAFF, VOLUNTEERS & COUNCIL** - PEO has a sustainable organization-wide continuous-improvement culture



**Strategy 19.1** ★★★★★

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs



**Last update by Michelle Wehrle (Director, Information Technology): May 31, 2017**

Strategy update: Outlined project to IT Manager

Next Steps: review draft policies already created and determine if any modifications or additions needed. To be done in June.

Project is expected to be completed by December 2018

**Strategy 19.2** ★★★★★

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP



■ On Track 100.0%



■ In Progress 20.0%  
■ Completed 80.0%

Activity: 5

Last update by Jeannette Chau (Manager, Student & Government Liaison): May 23, 2017

**Roll out training module: (33% Completed)**

Material in the training module must be updated due to recent changes.

Rollout on hold pending approval of GLP Implementation Plan

Next step: Approval of GLP Implementation Plan

Council to review and approve the GLP Implementation Plan at the June 23 Council meeting.

**Strategy 19.12** ★★★★★

Implement New Leadership Development and On-boarding Modules

STATUS PENDING



■ Upcoming 83.3%  
■ Completed 16.7%

Activity: 6

Last update by Fern Goncalves (Director, People Development): Jun 05, 2017

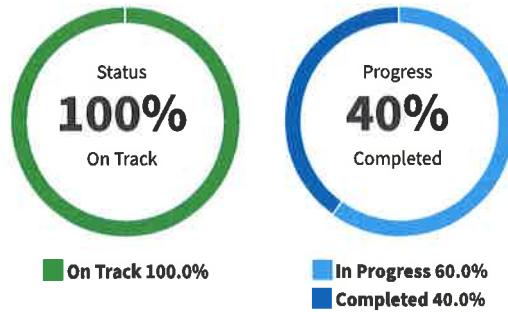
Strategy Update: HRC met on June 1 and selected two module topics

Next Steps: Staff to begin development of module content

Project expected to be completed by December 31, 2017

**Strategy 19.13** ★★★★★

Develop GLP Audit Recommendations Implementation Plan



**Activity: 5**

**Last update by Jeannette Chau (Manager, Student & Government Liaison): Jun 05, 2017**

***Develop draft GLP Audit Implementation Plan: (100% Completed)***

Draft GLP Audit Implementation Plan has been completed.

***Draft GLP Audit Implementation Plan Review - GLP Audit Implementation Sub-committee: (100% Completed)***

The draft GLP Audit Implementation Plan was reviewed by the GLP Audit Implementation sub-committee on 2 March 2017.

***GLC Review of Draft GLP Audit Implementation Plan : (85% Completed)***

The GLC had the first review of the draft GLP Audit Implementation Plan at the April 21st, GLC meeting.

It was discussed again at the May 16th GLC meeting.

Two Focus groups were held - one with Councillors on May 3, one with GLP chairs on May 10.

Peer review with the Legislation Committee was held on May 15.

Final draft of GLP Audit Implementation Plan being prepared for submission on June 6th, 2017

***Registrar Review and Finalization of GLP Audit Implementation Plan : (35% Completed)***

Implementation Plan being finalized for final review by Registrar prior to June 6th

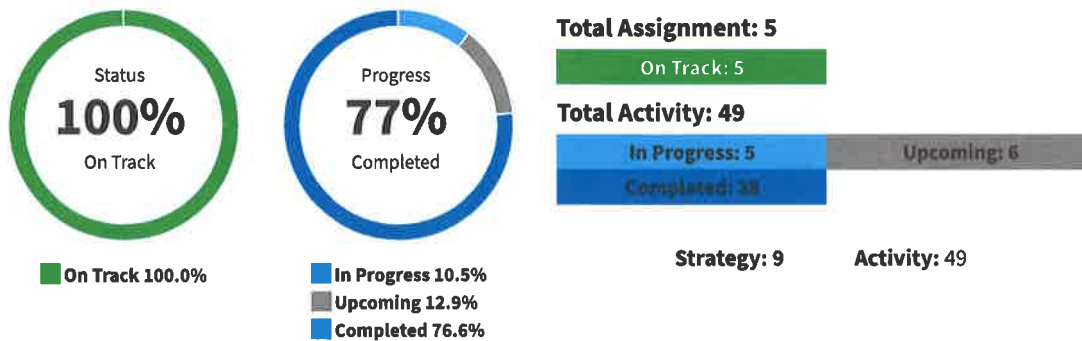
***Submission of GLP Audit Implementation Plan for June Council : (80% Completed)***

Briefing Note and GLP Implementation Plan being drafted for submission. On track for submission to June 23 Council meeting.



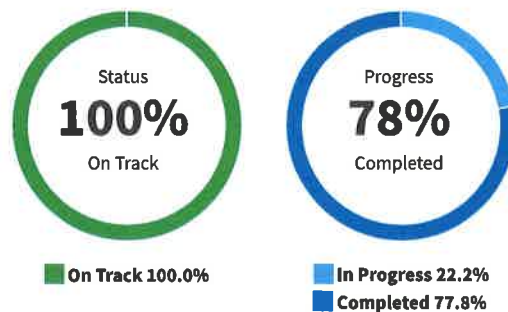
## Strategic Objective 20 ★★★★☆

STAFF, VOLUNTEERS & COUNCIL - PEO's governance approach is robust, transparent and trusted



### Strategy 20.1 ★★★★☆

Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies



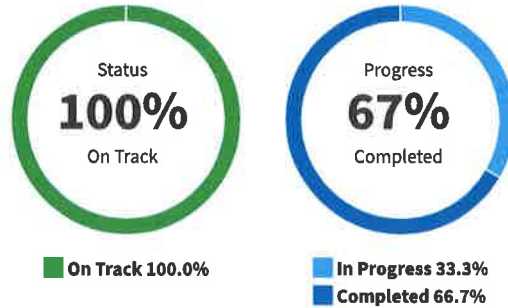
Activity: 9

Last update by David Smith (Director, Communications): May 30, 2017

Regular articles on governance issues have been incorporated into the 2017 Engineering Dimensions editorial calendar. The May/June issue includes an article on the Legislation Committee.

### Strategy 20.7 ★★★★☆

Support Council Term Limits Task Force



Activity: 3

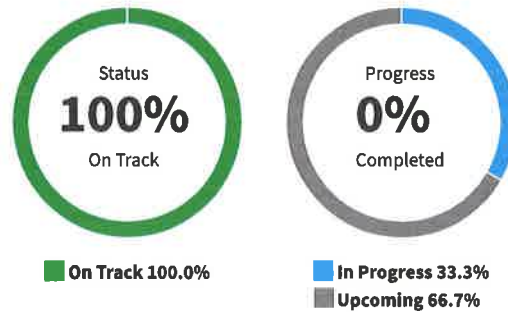
**Last update by Scott Clark (Chief Administrative Officer): May 23, 2017**

Strategy Update: CTL TF report received by Council at its March 2017 meeting. Task Force requested to revise its recommendations for submission to Council at its June 2017 meeting.

Next steps: Task Force to meet to revise its recommendations. Task Force will submit its revised recommendation to the June 2017 Council meeting.

**Strategy 20.8** ★★☆☆☆

Support Council Composition Task Force



Activity: 3

**Last update by Ralph Martin (Manager, Secretariat): May 29, 2017**

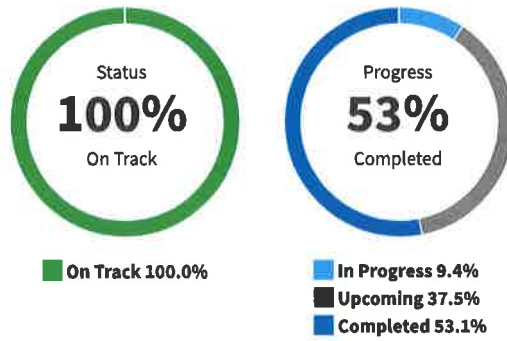
Strategy Update: CCTF continuing to conduct research and deliberate on key aspects to be included in its report.

Next Steps: Task Force will draft its report.

Project is expected to be completed by September 2017.

**Strategy 20.9** ★★★★★

Prepare 2018-2020 Strategic Plan



**Activity: 10**

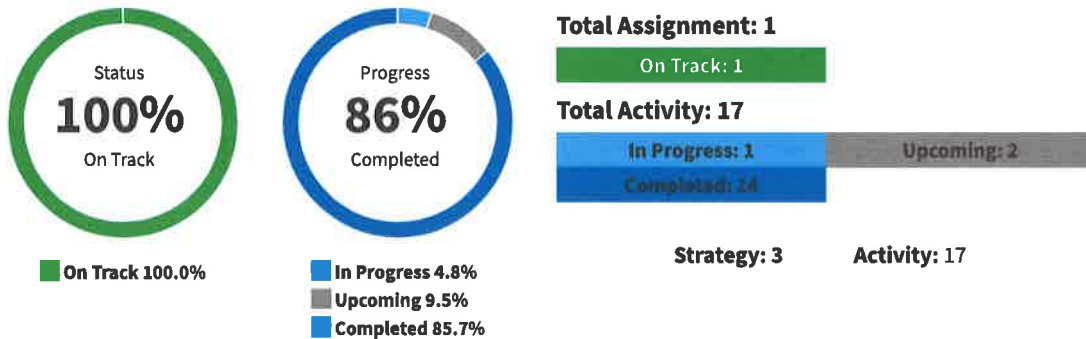
**Last update by Gerard McDonald (Registrar): Jun 06, 2017**

Consultation on plan is now complete and drafting of the first draft of the plan has commenced

Plan is on track to be completed by mid-November

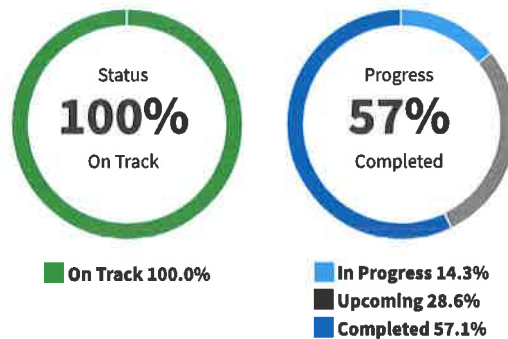
## Strategic Objective 21 ★★☆☆☆

**STAFF, VOLUNTEERS & COUNCIL** - Chapters are engaged in the regulatory mandate of PEO



### Strategy 21.1 ★★☆☆☆

Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides



**Activity: 7**

**Last update by Tracey Caruana (EIT Coordinator): May 23, 2017**

Strategy update: The online PowerPoint presentation and script have been completed. The module has been reviewed by Communications, Corporate Services and the Registrar. It has been sent to Vocalmeet and a voice over artist has been selected to record the script.

Next steps: video shoot will take place and the completed module will be provided through a link on the PEO website.

Project is expected to be completed by July 14 2017.

## Strategic Objective 22 ★★★★☆

**STAFF, VOLUNTEERS & COUNCIL** - Equity and diversity values and principles are integrated into the general policy and business operations



### Strategy 22.1 ★★★★☆

Online equity and diversity training module is available to all ARC and ERC members. Introduce mandatory equity and diversity and AODA training for all ARC and ERC members



**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 30, 2017**

***Council to decide consequences for non compliance: (100% Completed)***

Completion of the equity and diversity training module is now mandatory for all new committee members

 **Strategic Objective 23** ★★★★★

**STAFF, VOLUNTEERS & COUNCIL** - Organizational renewal is ensured through succession plans and talent management strategies

STATUS PENDING



■ Completed 100.0%

**Total Assignment:**

**Total Activity: 8**

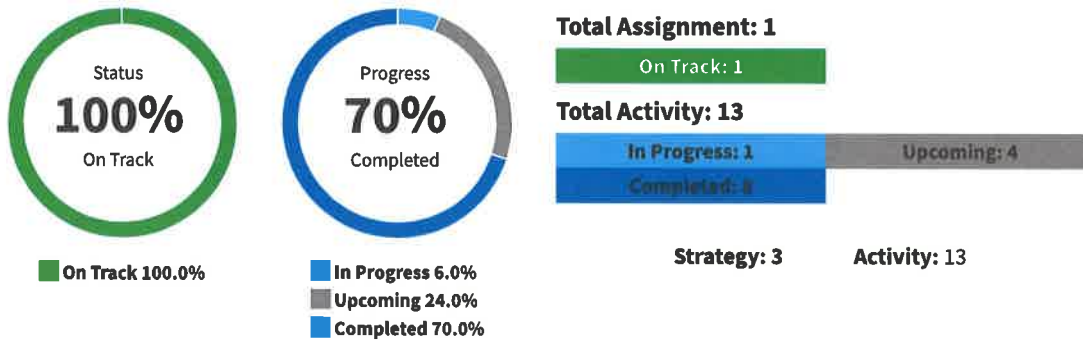
Completed: 8

**Strategy: 2**

**Activity: 8**

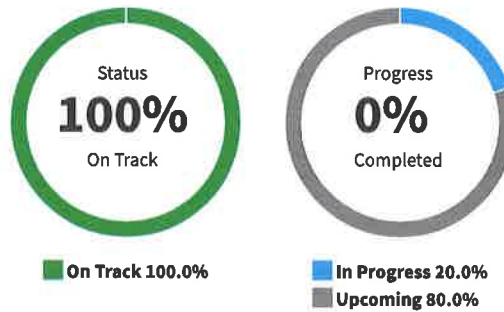
**Strategic Objective 24** ★★★★★

**STAFF, VOLUNTEERS & COUNCIL** - PEO is recognized as an employer of choice



**Strategy 24.3** ★★★★★

Implement Employer of Choice Strategy



**Activity: 5**

**Last update by Scott Clark (Chief Administrative Officer): May 26, 2017**

Strategy Update: Research on flexible work arrangements in progress.

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## **Update from Public Information Campaign Task Force**

**Purpose:** Status report on the work of the Public Information Campaign Task Force

**No motion required**

**Prepared by:** Marilyn Spink, P.Eng., Chair, Public Information Campaign Task Force

### **1. Status Update**

Councillor Spink, P.Eng., to provide a verbal update on the work of the Public Information Campaign Task Force.

### **2. Background**

The following mandate of the task force was confirmed by Council in February 2017:

“Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

## **STATUS OF COMPLAINTS AND DISCIPLINE PROCESS TASK FORCE RECOMMENDATIONS**

**Purpose:** To provide an update on the recommendations contained in the Complaints and Discipline Process Task Force – Final Report to Council, dated September 23, 2011

**No motion required**

**Prepared by:** Gerard McDonald, P.Eng. Registrar

### **1. Status Update**

A log showing the progress update for each recommendation made in the Complaints and Discipline Process Task Force Final Report to Council, dated September 23, 2011, is attached as Appendix A – CDP Task Force Recommendation Log.

### **2. Background**

At its September 23, 2011 meeting, Council approved by motion twenty-four of the recommendations contained in the Complaints and Discipline Process Task Force, Final Report to Council (“Report”), dated September 23, 2011.

As a status update on the progress of the recommendations has not yet been made to Council, an update is provided at this time.

### **3. Appendices – Appendix A: CDP Task Force Recommendation Log**

# CDP Task Force Recommendation Log

Recommendation	Responsible Party	Status
<b>Complaint Stage</b>		
<p>1. That the Complaints Committee develop a formal, front-end framework to deal with complaint inquiries in advance of a signed complaint form.</p>	COC/COC Chair	<p>The COC considered this as a Workplan item, and in 2013 decided that in conjunction with the Complaint Guide being updated, that the Complaint Form should be revised to assist complainants in providing better information, useful to the complaint investigation, and highlighting the public interest issues raised by the complaint. The revised Complaint Form was put in place in 2014 and its functionality was reassessed by the COC in 2016.</p>
<p>2. That the <i>Professional Engineers Act</i> be amended to set out a provision for the Complaints Committee to refuse to consider and investigate a written complaint, if, in the committee’s opinion, the complaint does not relate to professional misconduct or incompetence on the part of a licence or certificate holder, or is frivolous, vexatious, or an abuse of process.</p>	COC/COC Chair/LEC	<p>The COC reviewed this recommendation in 2016 and received legal advice. The COC recommended to LEC that this Act change not be pursued, with rationale. LEC requested that a motion to rescind this recommendation, (as well as recommendations 7.1 and 9.1) be prepared for Council approval. It is anticipated that BNs will be included on a Council Agenda in 2017, through the agenda approval process.</p>
<p>3. That the Complaints Committee develop for Council’s approval criteria for the required skills and competencies for members of the Complaints Committee, identify a rigorous process to ensure qualified individuals are selected, and put it in place a mandatory initial and continuing education framework to ensure all members of the Complaints Committee are appropriately trained.</p>	COC/COC Chair	<p>The COC reviews its HR Plan annually and submits it to Council for approval. Specific competencies for committee vacancies are identified in the plan. Committee members conduct face to face interviews with shortlisted applicants for committee vacancies. Two new committee members have</p>

		<p>been successfully appointed through this new process to-date. New committee members participate in a committee orientation meeting, and are oriented to the work of the committee over at least a 6 month period. The COC receives training at least annually, at its AGM, and normally selects legal training specifically related to the complaints process. Ad hoc legal training is also provided over the course of the year by in-house counsel as committee issues arise.</p>
<p>4. That the Complaints Committee develop for Council’s approval criteria for the required skills and competencies for the position of chair of the Complaints Committee, and identify a rigorous process to ensure qualified individuals are selected and recommended to Council for appointment.</p>	<p>COC/COC Chair</p>	<p>This item has been added to the committee’s 2017 Workplan and a sub-committee of the COC has met once to begin to address this recommendation.</p>
<p>5. That the Complaints Committee investigate the use of independent reports, including the criteria for the selection of independent reviewers.</p>	<p>COC/COC Chair</p>	<p>A COC sub-committee focused on the use of experts in general in 2013 and received legal advice. The committee confirmed that the selection process being followed was appropriate, but the standard expert engagement letter issued by PEO was redrafted and expanded by legal counsel to highlight aspects such as impartiality, and was put into use in 2015. The revised engagement letter now includes specific reference to and acknowledgment by the expert of the ‘Duties of an expert’, which include impartiality.</p>
<p>6. That the Complaints Committee establish a process to manage multiple/serial complaints</p>	<p>COC/COC Chair</p>	<p>The committee considered this recommendation, and decided to address the</p>

<p>regarding the actions of a member in related projects.</p>		<p>recommendation by obtaining legal input if and when the situation of multiple serial complaints presented itself as a problem. Multiple/serial complaints have not yet proved to be a problem requiring a solution.</p>
<p>7. That the Complaints Committee should provide the specific allegations of professional misconduct or incompetence when it refers a matter to the Discipline Committee for hearing and determination.</p> <ul style="list-style-type: none"> <li>• 7.1 That Council seek an amendment to the Professional Engineers Act to require the Complaints Committee to refer allegations to the Discipline Committee rather than referring a matter.</li> </ul>	<p>COC/COC Chair</p>	<p>The COC began referring matters to DIC together with a Statement of Allegations in approximately 2012, and continues to review and refine this process.</p> <p>The committee considered 7.1 in 2016 and received legal advice. The committee recommended to LEC that this Act change not be pursued, as the intent of the recommendation has been met through the successful implementation of recommendation 7. A motion to rescind recommendation 7.1 is anticipated to be included on a Council agenda in 2017 through the agenda approval process.</p>
<p>8. That the Complaints Committee investigate developing a process that incorporates using alternative dispute resolution between the Complaints Committee and the complained-against licence or certificate holder to address matters involving ethics, contractual matters or professionalism.</p> <ul style="list-style-type: none"> <li>• 8.1 That the Complaints Committee develop an additional process step, with the express purpose of attempting to assist the complained-against licence or certificate holder to find an acceptable undertaking that addresses the public interest concern, where the matter</li> </ul>	<p>COC/COC Chair</p>	<p>The committee sought and obtained legal input in relation to this recommendation. The COC is of the view that the recommended approach is not consistent with legislation, and will not be pursuing it.</p> <p>The COC has instituted a voluntary undertakings process as a disposition option for complaints, under certain circumstances. In 2016 the COC further reviewed and refined its VU process to give</p>

<p>involves ethics, contractual matters or professionalism, but not public safety.</p>		<p>it even more flexibility, in the public interest.</p>
<p>9. That where the registrar has reasonable and probable grounds to believe that it may not be in the public interest to continue to proceed to a full hearing, the registrar may seek Complaints Committee advice for a dismissal of the matter.</p> <ul style="list-style-type: none"> <li>• 9.1 That Council seek an amendment to the Professional Engineers Act to provide the Complaints Committee the specific authority to withdraw the matter/allegations that it has referred to the Discipline Committee on the recommendation of the parties (registrar and complained-against licence or certificate holder).</li> </ul>	<p>Registrar/COC</p>	<p>When the prosecution determines that allegations should be withdrawn, based on new information becoming available that the COC did not have at the time of referral, the COC is advised. In these circumstances, which are extremely rare, since the adoption of the PVO process, the Association seeks leave to withdraw from the DIC who ultimately determines whether leave is to be granted.</p> <p>Legal input on this issue was obtained in 2016. The COC is of the view that this recommendation is not consistent with the broader legislation, nor required. The committee recommended to LEC, with rationale, that this Act change not be pursued. A motion to have the recommendation rescinded will be brought to Council in 2017, through the Council agenda approval process.</p>
<p>10. That the following criteria guide the decision for PEO to use external prosecution counsel:</p> <ul style="list-style-type: none"> <li>• To balance workload, so matters are heard in a reasonable time;</li> <li>• In matters against members of PEO Council, PEO volunteers or PEO staff, or in areas where special considerations apply; and</li> <li>• Cost.</li> </ul>	<p>Registrar</p>	<p>These criteria were adopted in 2012 and are being applied by the Registrar.</p>
<p><b>Discipline Stage</b></p>		
<p>11. That the Discipline Committee develop for Council's approval criteria for the required skills and competencies for members of the Discipline Committee, identify a rigorous process to ensure qualified individuals are selected, and put in place</p>	<p>DIC/DIC Chair</p>	<p>-On-going reviews and updates of HR Plan are done annually and filed with Council.</p>

<p>a mandatory initial and continuing education framework to ensure all members of the Discipline Committee are appropriately trained.</p>		<p>-ILC training provided to DIC members on selected caselaw.          -SOAR sessions are available for DIC members based on Volunteer Management budget and prior participation to given course.          -new DIC members, once appointed to the roster, are given Tribunal specific orientation/training sessions by Tribunals office staff and Chair, and copy to Administrative Law resources, and Tribunal Handbook.</p>
<p>12. That the Discipline Committee develop for Council’s approval criteria for the required skills and competencies for the position of chair of the Discipline Committee, and identify a rigorous process to ensure qualified individuals are selected. Although the Act requires this committee to select its own chair, Council should oversee these appointments through its authority to appoint the members of the committee.</p>	<p>DIC/DIC Chair</p>	<p>-Roster of DIC members is annually updated to comply with #11 above and presented to Council for approval annually.          -HR Plan details the DIC member and Chair competencies.</p>
<p>13. That the process for setting hearing dates should be party-friendly and cooperative.</p>	<p>DIC/DIC Chair</p>	<p>-The Chair sets hearing dates in consultation with all parties through written submissions obtained via a Statement of Readiness form.          -Time lines to set hearing dates (90 days) under the Act present challenges as parties are not ready to commit to any dates so early in the process;          -Pre-hearings are used to narrow issues and establish number of days parties may require to present their case          - parties have access to DIC webpage with links to Rules, forms, practices, Chair and staff coordinates, and legislation.</p>
<p>14. That the <i>Professional Engineers Act</i> be amended to eliminate the requirement for members of Council to sit on the Discipline</p>	<p>DIC/DIC Chair</p>	<p>Elected/LGA Councillors on Panels is often the controlling/limiting factor in</p>

<p>Committee, or, in the alternative, permit former members of Council, who are qualified in accordance with recommendation 11, to fill this role.</p>		<p>putting a panel together (quorum issue); -Act change is in the works as recommended by Council.</p>
<p>15. That the Discipline Committee review the process to select discipline panel members.</p>	<p>DIC Chair</p>	<p>Qualifications (based on experience of DIC), skills of panel member and hearing experience of panel Chair. Selection is based on fair allocation of tribunal workload for hearing docket. Prior participation is an asset/considered in the panel selection of a member; and panel member availabilities to sit for dates provided by parties and to meet quorum requirements normally controls the selection by Chair in many cases.</p>
<p>16. That a person with tribunal qualifications appointed under new section 27(1)3.ii of the <i>Professional Engineers Act</i> (once proclaimed) be appointed to each panel. After the panel has reached their decision and reasons, a person with tribunal experience will be required to write the first draft of the decision and reasons for the agreement and approval of the other panel members.</p> <ul style="list-style-type: none"> <li>• 16.1 That the discipline panel be provided information in advance of the hearing that may include, but is not limited to: notice of hearing, allegations, a voluntary statement from the defence defining the issues to be decided and an option for each party to provide a factum.</li> </ul>	<p>DIC Chair</p>	<p>-AG Appointees have been approved by Council by Act change; -The DIC Chair always appoints one member from either of the two categories under Sec 27(1) 3.ii of the Act:</p> <p>3. At least one person who is,</p> <ul style="list-style-type: none"> <li>i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or</li> <li>ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.</li> </ul> <p>- Panels are required to participate in decision writing duties;</p> <p>- It is inappropriate to request one panel member to write decision in its entirety or interfere in the decision writing process; the entire panel is responsible to write the decision.</p>



		The DIC introduced Rule 10 of the <i>Rules of Procedure of the Discipline Committee</i> made under the SPPA, to give parties the ability to define the issues to be decided at a hearing. Parties rarely use the rule.
17. That the Discipline Committee review the need to have independent legal counsel at hearings. The review should be done after 10 completed hearings following implementation of Recommendation 16.	DIC/DIC Chair	DIC has considered this and sees that this is not a reasonable practice since panels obtain assistance from legal advice given during a hearing proceeding from its roster of independent legal counsel during the hearing, and assistance for decision reviews.
18. That the Discipline Committee adopt a best practice goal that decisions and reasons are issued within 60 days from the completion of hearings.	Panels	-Panels are aware of the requirement to try to complete the decisions as soon as possible after a hearing. However, if a decision is outstanding for longer than a “reasonable time”, the Chair is to follow up with the Panel Chair to remind of DIC expectations; -The DIC adopted in June 2016 a Practice Direction or timeline for release of Decisions and posted this direction online on its website to inform the parties of the usual timeframes, absent complicated proceedings.
<b>Post Hearing Stage</b>		
19. That the registrar develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee.	Registrar	Criteria are to be put forward for consideration by Council in 2017.
<b>General</b>		

<p>20. That the CEO/registrar in consultation with the chairs of the Complaints and Discipline committees prepare for Council quarterly reports comprising statistical, non-identifying data on the status of complaints and discipline matters and caseloads be reviewed against Council’s established timeline targets, bearing in mind the need for the process to be fair, transparent and effective without any apprehension of bias.</p>	<p>Registrar</p>	<p>-DIC and COC statistics are included in all Council Agenda packages, except for the AGM; -DIC Chair Presented DIC’s views on CDPTF recommendations on September 2012 at a Council meeting. Most recommendations were supported and already aligned with Tribunal improvement work in progress.</p>
<p>21. The Discipline Committee develop for Council approval a system for Council to replace inactive Discipline Committee members.</p>	<p>DIC/DIC Chair</p>	<p>DIC Submitted its suggestion to Council in its annual HR Plan, and recommend the creation of an:</p> <p><b><u>Emeritus members class:</u></b></p> <p>This is a new subcategory of DIC members appointed under section 27(1)4 and composed of people who will contribute their general experience based upon years of service on the DIC. These members will not serve on panels. Members would automatically become emeritus members when they have not served on or volunteered to serve on a panel for one year.</p>
<p>22. That the Complaints and Discipline committees each report in a timely fashion to Council “lessons learned” that will strengthen the practice of professional engineering in protecting and serving the public interest.</p>	<p>COC and DIC</p>	<p>“Lessons learned” is done at each DIC general meeting and is usually done in-camera and this information is not made available to non-DIC members.</p> <p>COC discusses lessons learned as trends emerge, and is contemplating providing trend information to the Registrar so that an information piece can be included in Dimensions in future.</p>

<ul style="list-style-type: none"> <li>22.1 That as part of a process of ongoing improvement at PEO, the chairs and vice chairs of the Complaints Committee and the Discipline Committee meet annually with the registrar; deputy registrar, regulatory compliance; and deputy registrar, tribunals and regulatory affairs to identify and consider process improvements.</li> </ul>		<p>- The DIC and COC Chairs and Vice Chairs, together with staff, have met twice in the past years to discuss general practices at the DIC and COC.</p> <p>-the DIC Chair invited the COC Chair in 2016 to attend a DIC general meeting, and present the Complaint process to the DIC roster for general information on how matters are referred to the DIC.</p>
<p>23. That the registrar develop a complete information guide covering the entire complaints and discipline processes, to inform the public, complainants, complained-against licence or certificate holders and others involved with the processes.</p> <ul style="list-style-type: none"> <li>23.1 That the registrar provide a means for the public to read and search the decisions and reasons.</li> </ul>	<p>Registrar</p>	<p>‘Making a Complaint: A Public Information Guide’ was revised and reissued in 2015. It covers the process from complaint submission through discipline.</p> <p>Published DIC Decisions are now searchable in the on-line Gazette.</p> <p>An Act change that would allow the Register to be accessible on-line, and include information on DIC hearings and decisions, is among the proposed Act changes currently being considered by the AG.</p>
<p>24. That Council receive the Role of Complaints and Discipline in Contemporary Society Task Force (RCSTF) Terms of Reference (Appendix B) and in three years review the process of ongoing improvement set out in Recommendation 22.1 and determine if the creation of the RCSTF is then necessary.</p>	<p>Registrar</p>	<p>This recommendation was not adopted by Council. It was amended to create the Experienced Practitioners Committee, whose work is complete.</p>
<p>25. That the Complaints and Discipline Process Task Force be stood down.</p>		<p>Complete</p>

# Briefing Note – Information

C-513-5.4

## LEGISLATION COMMITTEE UPDATE

**Purpose:** To inform Council of the recent activities of the Legislation Committee.

**Motion(s) to consider:**

none required

Councillor Bellini, P.Eng., Chair of the Legislation Committee, will provide a report on activities of the Legislation Committee.

**Regional Councillors Committee (RCC) Update**

**Purpose:** To update Council on RCC activities

**No motion required**

**Prepared by:** Matt Ng., P.Eng., Manager, Chapters

Councillor Turnbull, P.Eng., Chair of the Regional Councillors Committee (RCC), will provide a report on activities of the RCC.

**Appendices**

At its August 2010 meeting, the Executive Committee, by consensus, agreed that a Regional Councillors Report, setting out chapter issues that were approved at each Regional Congress to go forward to Regional Councillors Committee, be included as an information item on future Council agendas.

- Appendix A – Regional Congress Open Issues Report.

# Regional Congress Open Issues

C-513-5.5  
Appendix A

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secorder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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## East Central

East Central Region does not have any current Open Issues

## Eastern

Eastern Region does not have any current Open Issues

## West Central

32	Jun/2014	WCRC wants RCC to implement means of improving the knowledge new licensee have with regard to the role and mandate of PEO in society, its chapter system and volunteerism in general for the Association.	S Favell, J Chisholm	RCC revised "Welcome Package" has been submitted to the Licensing Committee. RCC actioned Chapter Office to request an update from PEO Licensing Committee with regards to the "Welcome Package" acceptance/implementation status.	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	MNg: Chapter Office to solicit an update from PEO Licensing Committee with regards to the "Welcome Package" acceptance status, and if accepted, proposed timeline for implementation.
38	Feb/2017	To develop a centralized procedure for Chapters to elect Chapter Board members.	R Panesar, P Mahidian	RCC motioned Chapter Office to develop the first draft of a centralized best practice procedure for Chapters to elect Chapter Board Members, and once reviewed, the draft is to be distributed to all Chapters for consultation:	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	Chapter Office to provide an update on the By-Law No. 1 amendment status for the July 2017 RCC meeting.

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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## Western

55	Sep/2014	WRC requests RCC to establish a task force to consider recommended changes and potential implementation of the proposed structured EIT program as presented in the PENTA Forum 2014, so to address Western Open Issue 49 by 2015 PEO AGM.	W Kershaw, D Al-Jailawi	RCC requests that Council ask Licensing committee to give priority consideration to the Structured EIT program as outlined in Western Open Issue 55 and 30-hour monitoring requirement as outlined in Western Open Issue 56. RCC also requests that Council direct the Licensing Committee to compile metrics with regards to licensing timelines and provide an update at each Council meeting.	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	
56	Sep/2015	WRC requests RCC to request the PEO Licensing Committee to clarify the background associated with 30 hour supervised EIT experience per month requirement; to provide information on what is an acceptable way for how an EIT can get someone to vouch for his/her experience in the absence of a P.Eng. direct supervisor. The region further asks the committee to provide an explanation on why this is changed, and with the intent to change it back to what it was before.	M Irvine, N Birch	RCC requested that Council ask Licensing Committee to give priority consideration to the 30-hour per month supervised EIT experience requirement and to compile metrics with regards to the licensing timelines.	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secunder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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## Northern

38	Sep/2015	NRC requests RCC to recommend to Council to establish a task force to look at the size of the council make-up with reference to the James Dunsmuir's article in Engineering Dimensions May/June 2015 issue.	Z White, D Ch'ng	Region requested to leave this open issue active until task force has finished its work and reported to the PEO Council. Task force is actively working on its objectives.	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	
41	Sep/2016	The Northern Regional Congress (NRC) requests that the RCC approach the Experience Requirement Committee for a revamp of the communication process and establish a service standard for responses to applicants to PEO.	L. Keats, D. Jackowski	RCC's request to the Licensing Committee as outlined in In the following Motion (April 1, 2017 RCC meeting) will provide the service standard for responses as required by the Northern Open Issue 41. RCC requested that Council ask Licensing Committee to give priority consideration to the 30-hour per month supervised EIT experience requirement and to compile metrics with regards to the licensing timelines.	RCC	01-Apr-17	Remain Open	<input type="checkbox"/>	



## **OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE**

**Purpose:** To inform Council of the recent activities of the OSPE – PEO Joint Relations Committee.

**Motion(s) to consider:**

none required

President Dony, P.Eng., will provide an update on behalf of the OSPE-PEO Joint Relations Committee.

## ENGINEERS CANADA UPDATE

**Purpose:** To inform Council of the recent activities of Engineers Canada

**Motion(s) to consider:**

none required

Chris Roney, P.Eng., EC Past President and one of PEO's Directors on the Engineers Canada board, will provide a verbal report.

**Appendices:**

- Appendix A – Engineers Canada Board Summary Report
- Appendix B – Engineers Canada Newsletter
- Appendix C – President's Report – May 2017

**May 2017 Board Meeting and Annual Meeting of Members Summary**  
*Materials are on the [Board Meeting Microsite](#) and [Engineers Canada website](#), as linked in item titles.*

**Nominations Approved**

The following nominations were approved:

*Accreditation Board*

Wayne MacQuarrie, Chair, July 1, 2017 to June 30, 2018  
Julius Pataky, July 1, 2017 to June 30, 2020  
Danilo Candido, July 1, 2017 to June 30, 2020  
Pemberton Cyrus, July 1, 2017 to June 30, 2020  
Robert Dony, July 1, 2017 to June 30, 2020  
Jeff Pieper, July 1, 2017 to June 30, 2020

*Qualifications Board*

Dennis Peters, Chair, July 1, 2017 to June 30, 2018  
Ron LeBlanc, Vice-chair, July 1, 2017 to June 30, 2018  
Paul Blanchard, Past chair, July 1, 2017 to June 30, 2018  
Mahmoud Mahmoud, July 1, 2017 to June 30, 2020  
Roydon Fraser, July 1, 2017 to June 30, 2020  
Jerry Helfrich, July 1, 2017 to June 30, 2018  
Frank George, July 1, 2017 to June 30, 2020

**President's Update**

President Chris Roney discussed key issues facing Engineers Canada, including challenges in the accreditation process, the increasingly active role of technologists, and provided an update on the CEO search.

**CEO Report to the Board**

Interim CEO Stephanie Price updated the Board on the budget and Q1 forecasting, strategic initiatives and key activities in regulatory support, needs of engineers, confidence in the profession, sustainability and outreach, and internal activities. She also committed to initiating monthly updates to the board.

**Qualifications Board Update**

Dennis Peters, Chair of the Qualifications Board presented a report to the Board, including a status update on Qualifications Board's work and outputs for approval, an update on the development of the Model guide on the assessment of non-CEAB applicants, and an overview of next steps in the development of the guide.

**Accreditation Board Update**

Wayne MacQuarrie, Chair of the Accreditation Board, and Lynn Villeneuve, Practice Lead, Accreditation provided a report to the board, including: the Accreditation Board and what it does; accomplishments from October 2016 to May 2017; progress by the AU Task Force, and the Accreditation Improvement Program.

**Governance Report**

Digvir Jayas, Past-President and Chair of the Governance Committee, presented a report to the Board on recommended governance improvements, including a proposed timeline. He also discussed the proposed task force to review AB and QB nominating procedures and the status of items removed from previous agenda. Motions were passed to approve the governance improvement plan and to strike a task force to review AB and QB nominating procedures.

**NCDEAS Update**

Ishwar Puri, Chair of the NCDEAS, presented a report including: background on the NCDEAS committee work; accreditation pilot progress; advocacy committee outreach; NCDEAS-NSERC Liaison; Global Engineering Deans Council; and an excerpt from James Olson's presentation on pivoting science, technology and innovation from discovery toward "economic development."

**CFES Report**

Zenon Kripki, President of the Canadian Federation of Engineering Students presented an update to the Board, including: an overview of what CFES is doing; key priorities for 2017-2018; and common areas of interest with Engineers Canada. He expressed appreciation to Engineers Canada for its continued support and collaboration.

**CEO Group Report**

Ann English, Chair of the CEO Group, presented a report of their recent meeting. The group highlighted: concern over lack of progress on accreditation; concerns over AB and QB nomination processes; and, challenges with life memberships and CPD requirements. They expressed support for continued use of the National Membership Database and for two new prospectuses. One is on the development of an online ethics course and another on a national continuing professional development catalogue of provincial offerings. They also had discussions on: the Canada-EU Trade Agreement (CETA) and the Canada Free Trade Agreement implications; Freedom of Information and Protection of Privacy Act issues; the development of National Position Statements; and, the Pacific Northwest Economic Region and US comity agreements.

## May 2017 Board Meeting and Annual Meeting of Members Summary

Materials are on the [Board Meeting Microsite](#) and [Engineers Canada website](#), as linked in item titles.

### [Presidents' Group Update](#)

Chris Zinck, Chair of the Presidents Group, presented an update including: board composition; affinity programs and the importance of transparency from Engineers Canada; and a desire to spend more time in their meetings discussing key issues facing the profession as a staging area to the meeting of members.

### **Executive Committee Elections**

Annette Bergeron was elected President-elect and the following directors were confirmed to the Executive Committee:

- President-elect - Annette Bergeron
- OIQ – Z. Ghavtitan
- APEGA – C. Parenteau
- PEO – C. Roney, Past-president
- PEGNL, Engineers NS, Engineers PEI or APEGNB – S. Devereaux
- APEGM or APEGS – D. Gelowitz
- APEGBC, Engineers Yukon or NAPEG – R. Kinghorn, President

### **Annual Meeting of Members: Motions**

Members approved motions to: Amend Section 9 of the Articles of Continuance, dealing with distribution of assets on dissolution of the corporation; direct the Board to develop a plan, for consideration by the Meeting of the Members no later than May 2018, to significantly reduce Board size no later than May 2020; and direct the Engineers Canada Board to provide much greater transparency to constituent associations respecting affinity revenue agreements.

### [Annual Meeting of Members: Presentations](#)

Members provided presentations regarding activities, successes and challenges of their organizations.

### **Election of Directors**

The following directors were approved: Annette Bergeron, Danny Chui, Jean Boudreau, Gary Faulkner, Lisa Doig, Justin Dunn, Bill Hunt, Terry Brookes, Sandra Gwozdz, Louis Champagne and Digvir Jayas.

### **Open Forum**

#### *Part 1: Engineers and Corporate Leadership*

Nick Whalen, M.P., discussed the perception of the diminished role of engineers in government decision making and its relationship to the lack of engineers on corporate boards or in the senior leadership positions of Canadian private sector. He noted a cultural shift that places greater value on financial analysis than technological knowledge and innovation. He suggests that greater research is needed to demonstrate how board performance can be improved with greater technical expertise. Nick's presentation was preceded by brief context-setting on Engineers Canada's public affairs, public policy and government relations portfolios by Jeanette Southwood, Engineers Canada Vice-President, Strategy and Partnerships, and followed by a question and answer session led by Darryl Ford, outgoing member of the Engineers Canada Board, and Chair of Engineers Canada's Bridging Government and Engineers (BGE) Committee.

#### *Part 2: OIQ Strategic Plan*

Kathy Baig, President of OIQ, [provided background](#) on the past several years of OIQ and its participation in the Commission of Inquiry on the Awarding and Management of Public Contracts in the Construction Industry. She explained the government's decision to place the OIQ under trusteeship and how that impacts decision making and described the steps being taken to develop a strategic plan for OIQ, and the consultations being undertaken with members of OIQ, and some of the measurable outcomes.

#### *Part 3: Supreme Court of Canada on CPD*

Robert MacDonald, Executive Director and Registrar of APEGS, [provided an overview](#) of the Supreme Court of Canada decision *Green v. Law Society of Manitoba*, which confirms the ability of the Law Society to require mandatory continuing professional development. He highlighted the relevance of the decision to the regulation of engineering.

### [Next Meeting](#)

Board Workshop: June 26-27, 2017, Cranbrook, BC

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**C-513-5.7**  
**Appendix B**

Newsletter | June 1, 2017

Préférez-vous recevoir ce bulletin en français?

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## Engineers Canada welcomes new president and Board directors



At its Annual General Meeting last week in St. John's, NL, Engineers Canada welcomed Russ Kinghorn, MBA, FEC, P.Eng., IntPE, as its president for the 2017-2018 term. In the coming year, Kinghorn and the Engineers Canada Board will work with the engineering regulators to advance the profession in the public interest.

Engineers Canada also welcomed four new Board directors last week: Lisa Doig, MBA, FEC, FGC (Hon.), P.Eng. (APEGA), Gary Faulkner, PhD, FEC, FGC (Hon.), P.Eng (APEGA), Danny Chui, P.Eng. (PEO), Justin Dunn, P.Eng. (Engineers PEI), and Louis Champagne, ing. (OIQ).

Read more about Kinghorn and see the full 2017-2018 Board listing in the

[appointment notice.](#)

## Engineers Canada testifies before House of Commons Standing Committee on Status of Women



Jeanette M. Southwood, M.A.Sc., FCAE, FEC, P.Eng., Vice-President of Strategy and Partnerships at Engineers Canada, testified and answered questions in front of the House of Commons Standing Committee on the Status of Women on May 18, 2017. Engineers Canada was invited to appear as a witness to provide evidence for the Committee's study on the economic security of women in Canada.

Southwood's testimony focused on the engineering profession's recommendations for addressing the challenges that discourage women from entering and/or from remaining in the engineering profession, including pay inequity, inflexible maternity leave, and workplace culture.

Read Engineers Canada's submission on the [Engineers Canada website](#) or listen to our testimony on the [Committee website](#) (testimony starts at 09:44:00).

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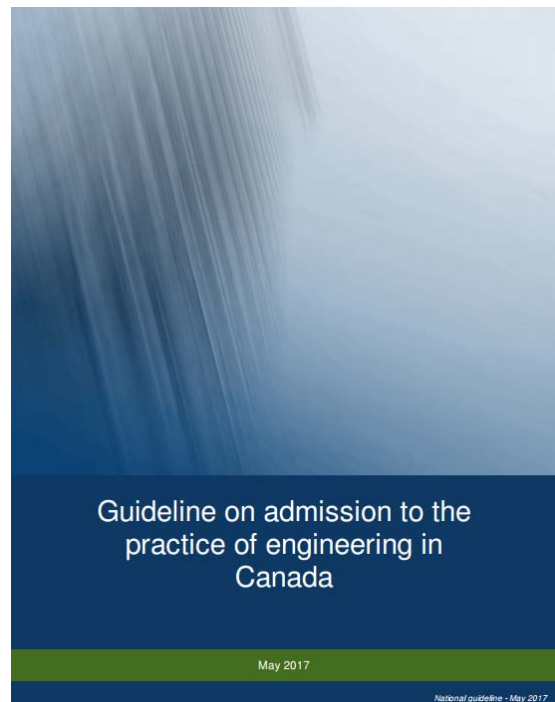
## Engineers Canada Board approves revised guideline on admission to the practice of engineering

The Engineers Canada Board has approved a revised [Guideline on the Admission to the Practice of Engineering in Canada](#).

The guideline, developed by the

Qualifications Board, outlines admission requirements to the practice in Canada and identifies some of the tools regulators use to assess applicants. In revising the guideline, the Qualifications Board consulted with engineering regulators, the Accreditation Board, Engineers Canada's national coordination groups, and the Engineers Canada Board.

The Engineers Canada Board approved the guideline at its May 26 meeting in St. John's, NL.



## Engineers Canada 2016 Annual Report now available

Engineers Canada's 2016 Annual Report is now available on the Engineers Canada website, and details the progress made by the organization in the 2016 calendar year in the areas of regulatory excellence, confidence in the engineering profession, sustainability of the profession, and protection of the engineering term.

Read the Annual Report on the [Engineers Canada website](#).



## Engineers Canada honours its 2017 award recipients



At its Annual Awards Gala in St. John's, NL, on May 25, Engineers Canada honoured the recipients of its 2017 Awards. The eight engineers received top honours for their contributions to the engineering profession.

Learn more about the recipients and their achievements in this [special feature](#) on the Engineers Canada website.

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## 2017-2018 Future City Competition to ask students to design age-friendly cities

DiscoverE has announced its theme for the 2017-2018 Future City Competition. This year, students in Grades 6, 7, and 8 will be asked to respond to the issue of The Age-Friendly City, and address the challenges in designing innovative solutions that can serve an urban area's older population.



Students will be tasked with identifying age-related issues in their city planning and engineering a framework that enables seniors to remain active, independent, and engaged.

The Future City Competition is entering its 26<sup>th</sup> year in the United States. Engineers Canada brought the competition to Canadian classrooms in Ontario and P.E.I. for the first time last year, and hopes to expand it to more regions this year.

Read more about the 2017-2018 Future City Competition on the [Engineers Canada website](#).



## Go ENG Girl trademark application allowed

After a successful application to the Canadian Intellectual Property Office, Engineers Canada now owns the Go ENG Girl mark.



Go ENG Girl provides an exciting opportunity for girls in Grades 7 to 10 across Canada and one parent/guardian to visit their local university campus and learn from women professionals, academics and students about the world of engineering.

Learn more about the program on the [Go ENG Girl website](#).

Engineers Canada owns a portfolio of over 40 trademarks, official marks and trademark applications relating to its corporate identity, the engineering designations and various projects and initiatives in order to preserve and protect the engineering brand in Canada.

## Transport Canada and NRCan release report on climate adaptation in the transportation sector

Transport Canada and Natural Resource Canada have jointly released a new report on climate adaptation in Canada's transportation sector.

"Climate Risks and Adaptation Practices for the Canadian Transportation Sector 2016" is the first report of its kind in Canada to be focused solely on climate adaptation in the transportation sector. It includes six regional chapters and one urban chapter which reflect the different climate change impacts, vulnerabilities and opportunities across Canada. Engineers Canada Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol is featured throughout the report as a valuable tool to



For the Canadian Transportation Sector 2016



analyze climate vulnerabilities of infrastructure.

Engineers Canada's David Lapp, FEC, P.Eng., IRP, Practice Lead, Globalization and Sustainable Development, was a member of the report's Advisory Committee.

The report can be found on the [NRCan website](#).

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## Register today! Workshop to equip engineers with tools to assess climate risk to infrastructure

On June 13, 2017, Engineers Canada will host a one-day workshop in Toronto, ON, that will provide participants with a practical tool and process that systematically assesses the risks of current and future climate on public infrastructure.

The workshop will acquaint participants with Engineers Canada's Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol. The Protocol is a structured procedure using standard risk assessment science to assess and fully document the vulnerability of infrastructure to the impacts of current and future climate.

For more information and to register, visit the [Engineers Canada website](#).

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## Earlybird registration now open for Gender Summit 11 in Montréal

Earlybird registration has opened for Gender Summit 11, happening November 6-8, 2017, in Montreal, QC. Attendees can register before September 5 to take advantage of \$50-\$100 in savings off the registration price.



Close to 600 advocates of gender equality from science, innovation and development will participate in Gender Summit 11, which links individuals and communities in and across different regions and science sectors to engage in transformative actions on gender equity, pluralism, ethnicity, inclusion and diversity in STEM.

Engineers Canada is a member of the Regional Steering Committee for this year's Summit, which provides more direction on the Summit's program and speakers.

For more information and to register, visit the [Gender Summit website](#).

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## Job opportunities for engineers in Canadian Intellectual Property Office

The Canadian Intellectual Property Office – Patent Branch is currently recruiting engineers for the following positions:

- [Mechanical Patent Examiner](#)
- [Electrical Patent Examiner](#)

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# President's Report

May 26, 2017

Prepared by  
Chris D. Roney, P.Eng., FEC

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The past year has been a time of change and renewal for Engineers Canada. As President, I am very proud of the Board of Directors for taking the bold steps they have made to initiate a number of significant and positive changes within the organization to position us to better engage with, and serve, our member regulators. We have committed to ensuring that we never lose focus on our core functions of accreditation, qualifications, and regulatory support, and to bring transparency, accountability and value to all that we do.

However, we still have a great deal of work to do and there is one very critical issue that ranks above all others that must be resolved expeditiously:

## Accreditation

Our accreditation system remains one of the most important, and valued, services that Engineers Canada performs on behalf of our member regulators. It has served our regulators very well for over 50 years, and this is thanks to the great work of our Accreditation Board volunteers. But we must not allow this past success to cause us to become complacent or entrenched in our processes and principles. We know that our system must evolve quickly to keep pace with the enormous changes that have taken place in the delivery of engineering education and in how programs and graduates are assessed, and indeed our Accreditation Board has done a great deal of work and made great progress in this regard.

However, it has become apparent that there remains a serious disconnect between the Accreditation Board and the Deans of the higher education institutions. It is said that the success of any challenging project comes down to 90% communication and 10% process, and herein lies much of our problem. The message I hear from many Deans is the view that the accreditation system is inflexible, unclear, unpredictable, overly burdensome and costly, and has failed to evolve to address the monumental changes that have occurred in the delivery of engineering education. What I hear from many on the Accreditation Board is the view that the system is extremely flexible, clear, and consistent in its application, and is continually evolving as engineering education delivery methods evolve. The gap between these two groups is huge and reflects what I see as a serious breakdown in trust between these two groups, and it is preventing them from working collaboratively and constructively to come to a resolution. The AB are, indeed, our trusted advisors on matters of accreditation, but the problem we

are facing is not so much a technical one – it is a relationship problem, and until we address and resolve it our system of accreditation will be in jeopardy.

The Board of Directors must take immediate action to intervene to rebuild the trust and repair the relationships between our accreditation experts and our HEIs, whilst ensuring that the accreditation system meets the needs, and maintains the confidence, of our member regulators. This remains our greatest single challenge for Engineers Canada, and it must be resolved expeditiously.

### **CEO search**

The CEO Search Committee has initiated the work to find a new Chief Executive Officer for the organization. Ensuring that we have the best suited staff leadership for our organization is critical to the success of Engineers Canada. The committee understands that it is important to follow a very open, fair and transparent process that includes engagement with the Board members, our member regulators and the staff. Since this work is taking place concurrently with the re-consideration of our entire governance structure, it is particularly challenging to fill the CEO position when the job description and required competencies is in the process of being re-defined. Consequently, the Search Committee has issued an RFP for Executive Search Firms to provide the necessary professional assistance to Engineers Canada during this process.

### **Technologists**

Engineering Technologists form an integral part of many engineering teams. Most of our Engineering Regulators have some means by which to grant practice rights to technologists. However, the means and mechanisms vary significantly between jurisdictions. Furthermore, in some jurisdictions the associations representing the technologists have become very aggressive in seeking independent practice rights outside of the authority and responsibility of our engineering regulators. They have engaged in active lobbying of government legislators, and both APEGA and APEGBC are facing significant challenges in their relationships with the technologist’s associations. It is becoming clear that this is a national issue. The problem is that we have not dealt with this in a unified manner, and this works against us as we strive to regulate professional engineering in the public interest. Remember: the government has mandated that professionals licensed in one province or territory shall be able to be seamlessly recognized to practice in any other Canadian jurisdiction. Consequently, it is vitally important that our engineering regulators across Canada are applying the same rigour and criteria in their licensure of technologists. Our member regulators would benefit greatly if Engineers Canada facilitated the development of a well-reasoned, harmonized, public interest based, nation-wide approach to the regulation of technologists. This would assist the member regulators as they face the rising challenges from the technologist associations.

## Key Learnings and Observations from Events Attended

As I have done in my previous report, I have prepared the following informal summary of a number of the key things that I learned or observed at the many events that I have attended since my report at the February Board meeting that I feel would be of particular relevance or interest to Engineers Canada. The list and observations represent my personal takeaways and are not intended to be comprehensive.

Event	Key Learnings
<b>PEO AGM, Thunder Bay</b>	<ul style="list-style-type: none"><li>• PEO has made significant progress over the last year in the following areas:<ul style="list-style-type: none"><li>○ Progress towards implementation of an innovative risk-based model of CPD (the PEAK program) that focuses on impact on public welfare.</li><li>○ Substantial completion of the changes necessary to respond to the Belanger Commission recommendations into the failure of the Algo Mall in Elliot Lake.</li><li>○ All standing committees must now incorporate Term limits and succession planning in their terms of reference</li><li>○ Council term limits are coming for approval in June</li><li>○ On-boarding modules for volunteers have been created and are available on PEO's website</li></ul></li><li>• Future and ongoing Projects and Initiatives:<ul style="list-style-type: none"><li>○ Structured Internship</li><li>○ Enhanced appeal process for licensing decisions</li><li>○ Clarity in the criteria for suitability to practice and 'good character'</li><li>○ Demand side legislation<ul style="list-style-type: none"><li>▪ Currently the majority of license holders carrying our engineering work do so without and demand side legislation that requires the work to be done by an engineer</li><li>▪ Professional engineering is being done by non-engineers with impunity</li><li>▪ Other professions have better mechanisms for enforcement</li></ul></li><li>○ A task force has been formed to consider a public awareness campaign</li><li>○ Emerging Disciplines<ul style="list-style-type: none"><li>▪ The engineering profession has been far too slow in embracing these and they end up escaping our purview</li><li>▪ Emerging disciplines typically are not accredited and many don't get their academic training through an engineering</li></ul></li></ul></li></ul>

Event	Key Learnings
	<p>program and yet they do fall within the definition of professional engineering</p> <ul style="list-style-type: none"> <li>▪ This poses a significant problem for PEO’s licensing processes</li> </ul> <ul style="list-style-type: none"> <li>○ Don Rusnak, MP for Thunder Bay-Rainy River <ul style="list-style-type: none"> <li>▪ Chair of the Liberal Indigenous caucus</li> <li>▪ In his address to the AGM he recognized the outstanding work that Engineers Canada has been doing to encourage indigenous youth to pursue engineering careers.</li> </ul> </li> </ul>
<p><b>APEGA AGM, Calgary, AB</b></p>	<ul style="list-style-type: none"> <li>• Technologists <ul style="list-style-type: none"> <li>○ Current Situation: <ul style="list-style-type: none"> <li>▪ Currently the technologists, represented by ASET, and professional engineers are regulated under one Act, though they are represented and administered by two separate organizations</li> <li>▪ Technologists may be granted either a Professional Licence (P.L.) or a P.Tech <ul style="list-style-type: none"> <li>- Professional License: <ul style="list-style-type: none"> <li>○ May practice engineering within a defined scope of practice</li> <li>○ The scope is defined by the APEGA Board of Examiners</li> <li>○ May supervise others, authenticate documents with the same authority as a P.Eng.</li> </ul> </li> <li>- P.Tech: <ul style="list-style-type: none"> <li>○ Scope of engineering practice more limited than a P.L.</li> <li>○ Registered solely through ASET</li> <li>○ Joint committees comprised of representatives of both ASET, APEGA and one public appointee handle investigations and discipline matters</li> <li>○ Joint Board of Examiners define the individual permitted scopes of practice</li> <li>○ Within their limited scope they, too, can supervise and authenticate their</li> </ul> </li> </ul> </li> </ul> </li> </ul> </li> </ul>

Event	Key Learnings
	<p style="text-align: center;">engineering work</p> <ul style="list-style-type: none"> <li>○ ASET’s Proposed Changes: <ul style="list-style-type: none"> <li>▪ CET’s shall be given independent scopes of practice without any professional oversight</li> <li>▪ P.Tech’s shall be given expanded scopes of practice similar to those of the current Professional Licensees</li> <li>▪ Discontinue all joint ASET and APEGA boards and committees</li> <li>▪ Proposed scope of practice: <i>“An engineering technologist and geoscience technologist will undertake work that is the routine application of industry recognized codes, standards, procedures and practices using established engineering or applied science principles and methods of problem solving.”</i></li> </ul> </li> <li>○ Issues and Implications: <ul style="list-style-type: none"> <li>▪ There is already a path for suitably qualified technologists to practice engineering</li> <li>▪ The current model places public interest first</li> <li>▪ The proposed changes are strictly ASET self-interest</li> <li>▪ Government, and the public, can’t be expected to understand the difference between what an engineer is qualified to do and what a technologist can do.</li> <li>▪ Codes and standards are not ‘cookbooks.’ They are becoming more and more objective based and this requires the full depth of an engineer’s academic training, experience and judgement.</li> <li>▪ If these changes are accepted in Alberta, there will be impacts of mobility, and a precedent would be set that is not in the best interests of the public and the profession.</li> <li>▪ The practice of engineering would be split between two separate organizations.</li> </ul> </li> </ul>
<b>APEGS AGM, Regina, SK</b>	<ul style="list-style-type: none"> <li>○ Working towards the implementation of mandatory CPD reporting.</li> <li>○ Held panel discussion session on why mandatory CPD is necessary in today’s society.</li> <li>○ Exploring ways to enhance their regulation of companies offering engineering services</li> <li>○ Messages for Engineers Canada:</li> </ul>



Event	Key Learnings
	<ul style="list-style-type: none"> <li>○ Implement the Prospectus approach for new projects in order to ensure that what Engineers Canada does aligns with the needs of the regulators</li> <li>○ Dealing with the current issues with Accreditation are critical</li> <li>○ Communications and constructive dialogue are key</li> </ul>

Since this is my last report to you as President, I would like to take this opportunity to express my sincere thanks to all those who have helped to contribute to the work that we were able to accomplish this year. I appreciate the dedication and support that I have received from the Board of Directors and our Board Advisors, as well as from the CEO's, staff and volunteers from our member regulators. Thanks also to the staff of Engineers Canada who have shown immense professionalism, commitment and support to the organization, and to me, through this particularly challenging year, including the brief period in which I served as Acting CEO. And finally, special thanks to Stephanie Price for her inspiring leadership and integrity at this time of renewal.

I look forward to the coming year under the very capable leadership of Russ Kinghorn. Russ can count on my support as Engineers Canada continues its mission to serve our member regulators and the engineering profession in Canada.

Sincerely,



Chris D. Roney, P.Eng., FEC

## **COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION STATISTICS**

**Purpose:** To provide a statistical report to Council regarding Complaints, Discipline, Licensing and Registration.

**No motion required**

**Prepared by:** Dale Power, Secretariat Administrator

### **1. Need for PEO Action**

- Standing report was requested at the September 2009 meeting of Council.

### **2. Appendices**

- Appendix A – Complaints Statistics
- Appendix B – Discipline Statistics
- Appendix C – Licensing Statistics
- Appendix D – Registration Statistics

## COMPLAINTS & INVESTIGATION STATISTICS

	2015	2016	2017 (May 26)
<b>COC's Caseload</b>			
Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end	105	86	75
Complaints Filed ( <i>PEAct s. 24. 1(a)</i> ) during the Year	62	64	23
Total Caseload in the Year	167	150	98
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	81	75	32
<b>Total Filed Complaints Pending for COC Disposition</b> (for details see <i>Status of Active Filed Complaints</i> below)	<b>86</b>	<b>75</b>	<b>66</b>
<b>COC's Disposition of Complaints</b>			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. ( <i>PEAct s. 24. 2(a)</i> )	7	6	3
Direct that the matter not be referred. ( <i>PEAct s. 24. 2(b)</i> )	56	48	23
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. ( <i>PEAct s. 24. 2(c)</i> )	18	21	6
<b>COC's Timeliness Regarding the Disposition of the Complaint<sup>2</sup></b>			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	6	3	5
Complaint disposed of after more than 180 days of filing	75	72	27
<b>COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo rolling avg.)</b>			
Average # Days	571	456	446
Minimum # Days	91	120	97
Median # Days	308	285	277
Maximum # Days	1686	1901	1878

<sup>1</sup> Signed Complaint Form filed with the Registrar.

<sup>2</sup> Days from Complaint Filed to date COC Decision is signed by COC Chair.

## Status of Active Filed Complaints

<b>Active Filed Complaints - Total</b>		<b>66</b>
<b><i>Complaints filed more than 180 days ago</i></b>	<b>39</b>	<b>39</b>
Waiting for Approval and Reason regarding COC Decision	10	
Complaints under active consideration by COC	13	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	16	
<b><i>Complaints filed between 91-180 days ago</i></b>	<b>8</b>	<b>8</b>
Waiting for Approval and Reason regarding COC Decision	2	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	6	
<b><i>Complaints filed within the past 90 days</i></b>	<b>19</b>	<b>19</b>
Waiting for Approval and Reason regarding COC Decision	1	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	18	

Note:

### **Review by Complaints Review Councillor (*PEAct s. 26. (s)*)**

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

### **Glossary of Terms:**

Complaint Filed – Signed Complaint Form filed with the Registrar.

Investigation Complete – Investigation Summary document prepared and complaint file ready for COC consideration

## DISCIPLINE STATISTICS – June 2017 Council Meeting Report

### Discipline Phase

	2014	2015	2016	2017
				(as of June 5, 2017)
Matters Referred to Discipline	7	8	6	2
Matters Pending (Caseload)	12*	17	17	13
Written Final Decisions Issued	6	5**	8	3
<b><i>DIC Activity</i></b>				
Pre-Hearing Conferences Held	4	6	5	3
Hearings Phase commenced (but not completed)	1	2	2	1
Hearings Phase completed	3	5	6	2

\*By a decision of the Divisional Court one matter was sent back for re-hearing by a differently constituted panel.

\*\*One matter was stayed in 2012, and a motion regarding costs was heard in January 2013.

Note: this matter was still counted into the number of “Matters Pending (Caseload)” in 2012, but no longer counted in 2013. Decision on motion (hearing in January 2013) was issued by Panel on May 15, 2015.

Table “A” – Timeline summary for matters in which written Decisions and Reasons were issued in 2017

<b>File Number</b>	<b>Hearing date(s)</b>	<b>Date of written Decision</b>	<b>Approx. length of time from the last Hearing date to date of written Decision</b>
L05 14-23	January 25 & 26, 2016	January 23, 2017	1 year
L05 15-18	January 4, 2017	March 27, 2017	3 months
L05 15-39	March 27, 2017	May 4, 2017	1 month







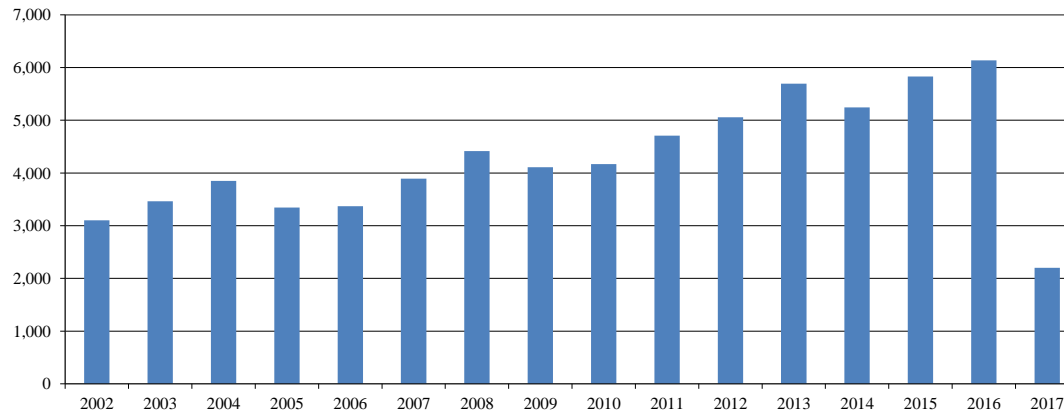




**PEO STATISTICS  
APPLICATIONS RECEIVED  
2002 - 2017**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
JANUARY	341	539	440	364	316	308	372	336	393	414	397	440	530	561	453	565
FEBRUARY	222	260	345	259	319	257	234	338	276	278	384	422	380	422	460	403
MARCH	234	169	298	340	316	272	345	379	373	453	398	428	395	368	265	435
APRIL	277	279	304	269	291	280	381	294	239	338	297	414	361	356	484	380
MAY	299	394	425	270	298	293	278	279	303	314	353	394	324	292	450	419
JUNE	220	221	337	264	273	279	332	320	306	322	374	388	356	472	421	
JULY	265	200	297	286	254	355	460	395	332	398	482	529	486	555	554	
AUGUST	269	357	272	301	285	367	413	326	358	493	508	505	495	547	638	
SEPTEMBER	352	455	382	254	251	333	415	402	383	451	388	512	542	466	567	
OCTOBER	206	257	253	263	282	396	419	428	372	469	540	646	568	648	566	
NOVEMBER	238	190	236	304	226	505	430	340	497	481	503	525	416	565	754	
DECEMBER	178	140	261	168	260	248	334	270	336	295	432	491	392	576	525	
<b>TOTAL</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>6,137</b>	<b>2,202</b>
<b>MONTHLY AVERAGE</b>	<b>258</b>	<b>288</b>	<b>321</b>	<b>279</b>	<b>281</b>	<b>324</b>	<b>368</b>	<b>342</b>	<b>347</b>	<b>392</b>	<b>421</b>	<b>475</b>	<b>437</b>	<b>486</b>	<b>511</b>	<b>440</b>
<b>YEAR TO DATE</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>6,137</b>	<b>2,202</b>

## Applications Received - Year To Date



## REGISTRATION STATISTICS – June 2017 Council Meeting Report

### Registration Phase

**2014          2015          2016          2017**  
(as of June 2, 2017)

Requests for Hearing	5	4	1	1
Premature Applications (no Notice of Proposal)	2	2	6	1
Matters Pending (Caseload)	10	10	4**	5***
Written Final Decisions Issued	3	2	1	2
Appeals to the Divisional Court	1*	1	0	0
<b><i>REC Activity</i></b>				
Pre-Hearing Conferences Held	6	3	0	0
Hearings Phase completed, but no D&R issued	2	2	1	0

\*The Divisional Court upheld the decision of the Registration Committee

\*\*Several matters were closed this year as premature, or withdrawn by the applicants who filed a request for hearing.

\*\*\* One matter was withdrawn by the applicant.

## **COUNCILLORS ITEMS**

- a) **Notices of Future Agenda Items**
- b) **Councillors' Questions**

**Purpose:** To provide Councillors with an opportunity to provide notice of items for inclusion on the next Council meeting agenda, and to ask questions.

**No motion required**

**Prepared by:** Dale Power, Secretariat Administrator

# Briefing Note – Information

C-513- 6.1

## CHAIR EVALUATION

**Purpose:** To solicit feedback from Council on the Chair's performance.

**Motion(s) to consider:**

none required

President Dony, P.Eng., would like to spend a brief amount of time at the conclusion of the meeting to solicit feedback on the Chair's performance.