



Professional Engineers  
Ontario

Professional Engineers

## 2015-2017 STRATEGIC PLAN

PERFORMING TO OUR POTENTIAL  
THROUGH STRATEGIC CLARITY

40 Sheppard Ave W

# 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 informing our stakeholders, as well as of leading and managing the organization. In March 2014, our Council set out to create a new strategic plan to focus our activities for the next three years, from 2015 through 2017. This document is the result. The goal areas and strategic objectives set by this plan will determine the priorities for our programs and initiatives, and provide guidance for Council, committees, task forces and staff. Council will monitor the plan's ongoing progress. The strategies to realize the plan's objectives will be reviewed annually as part of our budget planning cycle.

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## INTRODUCTION

Professional Engineers Ontario (PEO) is facing numerous challenges as we approach 100 years of regulating the engineering profession in Ontario. In this era of rapid change, we must prepare ourselves for new engineering disciplines, adapt to the increased pace of technological change, respect requirements for regulation to be balanced, inclusive and evidence-based, and respond to incursions upon our mandate to regulate the engineering profession.

In addition, we must change as an organization. Council, management and staff must anticipate and proactively understand the problems we are facing. Appropriate judgments will increase the prospect of our remaining relevant to our stakeholders.

This three-year strategic plan provides the road map for how we will meet these challenges and implement the required changes. The strategic plan is not an action plan or a work plan. Rather, it is a forward-looking blueprint that can be used to provide our organization a common direction. Specific strategies and action plans, with targeted completion dates, will flow from this strategic plan.

## WHO WE ARE

Established on June 14, 1922, Professional Engineers Ontario (PEO) is the licensing and regulating body for professional engineering in the province. It operates under the authority of the *Professional Engineers Act* to serve and protect the public interest by setting and upholding high academic, experience and professional practice standards for the engineering profession. Individuals licensed by PEO are the only people permitted by law to undertake and assume responsibility for engineering work in Ontario. PEO is governed by a Council of elected professional engineers and government appointees comprising both professional engineers and non-engineers.

## DEFINITIONS

**VISION**—a description of what an organization aspires to become;

**MISSION**—an organization’s unchanging purpose; its who, what, why and how;

**GOAL AREAS**—elements relating to its mission on which PEO must concentrate attention during the course of the strategic plan to move closer to its vision;

**STRATEGIC OBJECTIVES**—the aims toward which effort and action are directed and coordinated (the “what”);

**STRATEGIES**—the approaches for reaching the strategic objectives (the “how”); and

**ACTION PLANS**—activities or projects in line with each strategy, budgeted annually.

## STRATEGIC PLAN PROCESS

Council authorized work to begin on a new PEO Strategic Plan at its March 2014 meeting. Over the course of the next nine months, senior management, staff, volunteers and Council members deliberated upon the strengths and weaknesses of the organization and perceived opportunities and threats it would be facing over the plan period. New vision and mission statements were solicited and refined and core values for the organization were reconfirmed. Finally, strategic objectives for the plan period were articulated. At its November 2014 meeting, Council approved the 2015-2017 Strategic Plan and the associated budget elements for the 2015 calendar year.

## PRINCIPAL OBJECT

PEO’s principal object as set out in section 2(3) of the *Professional Engineers Act* is “to regulate the practice of professional engineering and to govern its members, holders of certificates of authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected”.

## ADDITIONAL OBJECTS

For the purpose of carrying out its principal object, PEO has additional objects, set out in section 2(4) of the Act:

1. To establish, maintain and develop standards of knowledge and skill among its members;
2. To establish, maintain and develop standards of qualifications and standards of practice for professional engineering;
3. To establish, maintain and develop standards of professional ethics among its members;
4. To promote public awareness of the role of the Association; and
5. To perform such other duties and exercise such other powers as are imposed or conferred on the Association by or under any Act.



## CORE VALUES

In 2004, PEO Council developed five operating principles for organizational behaviour to underpin the activities of PEO's staff and volunteers in fulfilling its mission. These are its core values. PEO's vision, and the strategic objectives and strategies for moving toward it, must align with its core values. These core values were reaffirmed by Council as part of the current planning process.

### PEO'S CORE VALUES ARE:

**ACCOUNTABILITY**—PEO protects the public interest by being accountable to the public and to practitioners. PEO staff and volunteers are responsible for their actions and decisions, deliver what they promise to deliver, and their performance is reviewed on this basis. PEO honours its legislated and financial obligations.

**RESPECT**—PEO demonstrates respect for its staff, volunteers, applicants, licence holders and external stakeholders through fair practices and timely, informative communications.

**INTEGRITY**—PEO's processes and practices, including consistency of its policies and their application, are aligned with the *Professional Engineers Act* to maintain the integrity of the licence. PEO firmly and impartially adheres to its legislated requirements in pursuit of regulatory excellence.

**PROFESSIONALISM**—PEO operates in a professional manner by demonstrating competence, impartiality and reliability.

**TEAMWORK**—PEO achieves its goals through effective teamwork and collaborative partnerships among its staff, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

## STAKEHOLDERS

Those having a stake in what PEO does include:

- Public;
- Government;
- Practitioners and future practitioners;
- PEO staff;
- PEO volunteers;
- Ontario Society of Professional Engineers
- Ontario licensing and certification bodies for engineering, architecture, technology, and natural science;
- Engineers Canada
- Our colleague constituent associations;
- Higher education institutions with engineering programs;
- Technical societies; and
- Employers of engineers.

## OUR VISION

The trusted leader in professional self-regulation



## OUR MISSION

Regulate and advance the practice of engineering to protect the public interest

## GOAL AREAS

The strategic objectives for the organization have been organized into five goal areas that will guide PEO's work for the duration of the plan:

- Practitioners;
- Regulatory Framework;
- Stakeholders;
- Operations; and
- Council, Staff and Volunteers.

## KEY PERFORMANCE INDICATORS

Key performance indicators (KPIs) are the quantifiable measures Council uses to gauge the performance of PEO.

The following KPIs have been selected to give the most relevant "snapshot" of our organization's core functions:

- Compliance action statistics;
- Public confidence survey score;
- Employee and member engagement;
- Percentage of budget spent on core mandate;
- Active practice rate; and
- Licence uptake rate.

# PEO STRATEGIC PLAN, 2015-2017—PERFORMING TO OUR POTENTIAL THROUGH STRATEGIC CLARITY

“The principal object of the Association is to regulate the practice of professional engineering and to govern its members, holders of certificates of authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected.” *Professional Engineers Act, s. 2(3)*

## VISION

The trusted leader in professional self-regulation

## MISSION

Regulate and advance the practice of engineering to protect the public interest

## VALUES

Accountability, Respect, Integrity, Professionalism, Teamwork

## GOAL AREAS

### PRACTITIONERS

#### STRATEGIC OBJECTIVES

Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical.

Public recognition is increased through ensuring titles, designations, certificates and marks are issued to qualified applicants and entities.

Members regard PEO as their trusted advisor and advocate in matters of professional practice.

### REGULATORY FRAMEWORK

#### STRATEGIC OBJECTIVES

Elliot Lake Commission of Inquiry recommendations are earnestly implemented.

Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process.

Licensing is based on levels of competence.

The complaints process is optimized, balancing transparency, fairness and timeliness.

The practice and title provisions of the *Professional Engineers Act* are judiciously enforced and continuously improved.

Tribunals employ accepted smart practices in all operations and are seen to be independent and fair.

### STAKEHOLDERS

#### STRATEGIC OBJECTIVES

Engage key regulatory ministries and industry in engineering public policy development.

Other engineering bodies (e.g. Ontario Society of Professional Engineers, Ontario Association of Certified Engineering Technicians and Technologists, Consulting Engineers of Ontario and Ontario universities, among others) are supported within the limits of their respective mandates.

Productive partnerships are developed with Engineers Canada and other constituent associations.

Public respect for the role of PEO is increased in accordance with the objects of the *Professional Engineers Act*.

### OPERATIONS

#### STRATEGIC OBJECTIVES

Electronic communications are engaging, interactive, dynamic, and appropriately targeted and integrated

Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance.

Cost management and service delivery are improved by actively managing service provider performance.

PEO headquarters occupancy rates and building efficiency are optimized.

Risk is mitigated by assessing vulnerabilities and addressing service gaps.

### COUNCIL, STAFF AND VOLUNTEERS

#### STRATEGIC OBJECTIVES

PEO has a sustainable, organization-wide, continuous-improvement culture.

PEO's governance approach is robust, transparent and trusted.

Chapters are engaged in the regulatory mandate of PEO.

Equity and diversity values and principles are integrated into PEO's general policy and business operations.

Organizational renewal is ensured through succession plans and talent management strategies.

PEO is recognized as an employer of choice.



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