Professional Engineers
Ontario
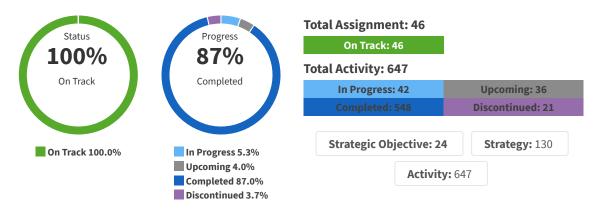
Professional Engineers Ontario

Executive Report

Strategic Plan Progress as at September 13, 2017

Strategic Plan Progress as of Sep 13, 2017

Created on: Sep 12, 2017

Strategic Plan Progress from Jun 08, 2017 to Sep 13, 2017

Status
100%
On Track

Progress
87%
Completed

Total Assignment: 46

On Track: 46

Total Activity: 647

| In Progress: 42 | Upcoming: 36 |
| Completed: 548 | Discontinued: 21 |

Strategic Objective: 24   Strategy: 130

Activity: 647

■ On Track 100.0%

■ In Progress 5.3%
■ Upcoming 4.0%
■ Completed 87.0%
■ Discontinued 3.7%

Summary

As of September 13, 2017, of the 130 Strategies identified in the Strategic Plan, 95 (89) have been completed, 35 (41) are in progress.

In terms of Activities associated with specific Strategies, 90.66% (88.07%) of these have been completed, another 5.31% (6.18%) of the Activities are in progress, and 4.03% (5.79) of the Activities have yet to commence.
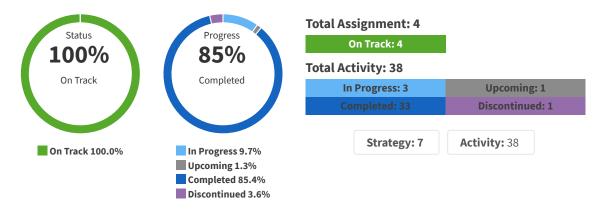
The overwhelming majority of Activities in progress are deemed to be "On Track" at this point.

(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

Status
100%
On Track

Progress
85%
Completed

Total Assignment: 4
On Track: 4

Total Activity: 38

In Progress: 3	Upcoming: 1
Completed: 33	Discontinued: 1

Strategy: 7 | Activity: 38

■ On Track 100.0%

■ In Progress 9.7%
■ Upcoming 1.3%
■ Completed 85.4%
■ Discontinued 3.6%

Summary

Strategy 1.2 ★★★☆☆

Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC

Status
100%
On Track

Progress
73%
Completed

■ On Track 100.0%

■ In Progress 18.2%
■ Upcoming 9.1%
■ Completed 72.7%

Activity: 11

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

> *ERC subcommittee implementation of action plan: (25% Completed)*
>
> Final draft of competencies and indicators to be presented at October ERC meeting. Pre interview form and explanation for CEP interviews plus applicant survey to be presented at October ERC meeting.
>
> *Training of all ERC members: (20% Completed)*
>
> Second training session for ERC members planned for December 2017

Strategy 1.7 ★★★☆☆

Develop practice guideline for *Assuming Responsibility and Supervising Engineering Services*

Status
100%
On Track

Progress
50%
Completed

■ On Track 100.0%

■ In Progress 50.0%
■ Completed 50.0%

Activity: 2

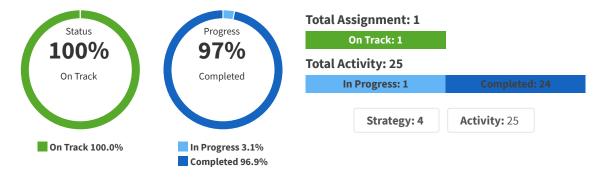**Last update by Gerard McDonald (Registrar): Jun 07, 2017**

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

Status
100%
On Track

Progress
97%
Completed

Total Assignment: 1

On Track: 1

Total Activity: 25

In Progress: 1	Completed: 24

Strategy: 4   Activity: 25

■ On Track 100.0%

■ In Progress 3.1%
■ Completed 96.9%

Summary

Strategy 2.3 ★★★☆☆

Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed

Status
100%
On Track

Progress
88%
Completed

■ On Track 100.0%

■ In Progress 12.5%
■ Completed 87.5%

Activity: 8

Last update by David Smith (Director, Communications): Aug 31, 2017

> Continue to promote resources for newcomers on social media and events at which PEO participates, including an upcoming tradeshow in October in Kitchener.

🎯 Strategic Objective 3 ★★☆☆☆

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

STATUS PENDING

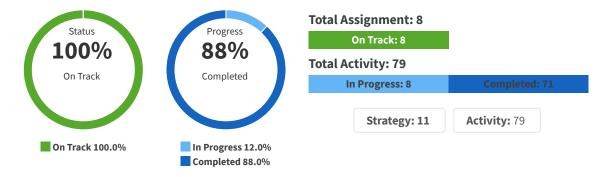Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

Total Activity: 6

Completed: 6

Strategy: 2	Activity: 6

Summary

Strategy complete. Staff are offering to make presentations to employers where suitable.

🎯 Strategic Objective 4 ⭐⭐⭐⭐☆

REGULATORY FRAMEWORK - Elliot Lake Commission of Inquiry recommendations are earnestly implemented

Status **100%** On Track

Progress **88%** Completed

Total Assignment: 8

On Track: 8

Total Activity: 79

In Progress: 8 | Completed: 71

| Strategy: 11 | Activity: 79 |

- 🟩 On Track 100.0%
- 🟦 In Progress 12.0%
- 🟦 Completed 88.0%
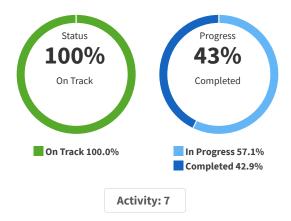
Summary

The PSC subcommittee is currently working on developing the guideline on *Coordinating Licensed Professional*. This strategy compliments the goal in the next Strategic Plan; Enhance PEO's Public Image.   Anticipate completing this by end of 2018.

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)

Status **100%** On Track

Progress **43%** Completed

- 🟩 On Track 100.0%
- 🟦 In Progress 57.1%
- 🟦 Completed 42.9%

| 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)

Status
100%
On Track

Progress
75%
Completed

On Track 100.0%

In Progress 25.0%
Completed 75.0%

Activity: 4

Last update by Michelle Wehrle (Director, Information Technology): Aug 29, 2017

> *Searchable Discipline Information on Website: (80% Completed)*
>
> Prototype layout for Discipline History section in the Licence holder and C of A directories approved with minor changes. Changes to reprimands, suspensions dates (to & from), Limitations of Practice in the Licence holder and C of A directories are going through user acceptance testing.

Strategy 4.10   ★★★☆☆

Peak Program Implementation

Status
100%
On Track

Progress
94%
Completed

On Track 100.0%

In Progress 6.1%
Completed 93.9%

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*

Status
100%
On Track

Progress
67%
Completed

■ **On Track 100.0%**

■ **In Progress 33.3%**
■ **Completed 66.7%**

Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline onNovember 18, 2016

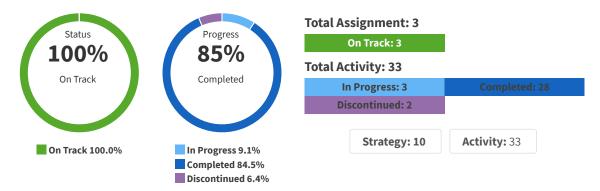*Form subcommittee: (100% Completed)*

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

Status
100%
On Track

Progress
85%
Completed

- ■ On Track 100.0%
- ■ In Progress 9.1%
- ■ Completed 84.5%
- ■ Discontinued 6.4%

Total Assignment: 3

| On Track: 3 |

Total Activity: 33

| In Progress: 3 | Completed: 28 |
| Discontinued: 2 | |

| Strategy: 10 | Activity: 33 |

Summary

PSC Subcommittees have begun the process for revising the guidelines on *1. Environmental Site Assessment, Remediation and Management, 2. Professional Engineers Providing Reports on Mineral Properties and 3. Use of Seal*. These revised guidelines will support the goal in the next Strategic Plan; Enhance PEO's Public Image. Anticipate finishing these by end of 2018.

Strategy 5.8 ★★★☆☆

Revise *Environmental Site Assessment, Remediation and Management Guideline*

Status
100%
On Track

Progress
67%
Completed

- ■ On Track 100.0%
- ■ In Progress 33.3%
- ■ Completed 66.7%

| Activity: 3 |

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline onNovember 18, 2016

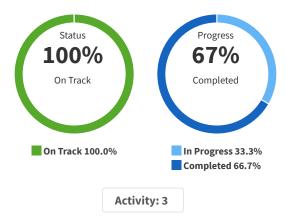*Form subcommittee: (100% Completed)*

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
100%
On Track

■ On Track 100.0%

Progress
67%
Completed

■ In Progress 33.3%
■ Completed 66.7%

Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline onNovember 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
100%
On Track

■ On Track 100.0%

Progress
67%
Completed

■ In Progress 33.3%
■ Completed 66.7%

Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline onNovember 18, 2016
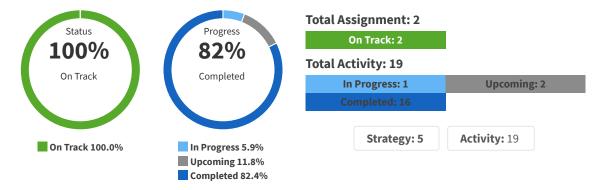
Form subcommittee: (100% Completed)

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

Status
100%
On Track

Progress
82%
Completed

Total Assignment: 2
On Track: 2

Total Activity: 19
In Progress: 1 | Upcoming: 2
Completed: 16

Strategy: 5 | **Activity:** 19

■ On Track 100.0%

■ In Progress 5.9%
■ Upcoming 11.8%
■ Completed 82.4%

Summary

Strategy 6.2 ★★★☆☆

Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation

Status
100%
On Track

Progress
0%
Completed

■ On Track 100.0%

■ In Progress 33.3%
■ Upcoming 66.7%

Activity: 3

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (92% Completed)

Licensing and Registration Staff attended meeting in conjunction with NAOG Meeting in June and presentation at September 2017 NAOG meeting

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (85% Completed)
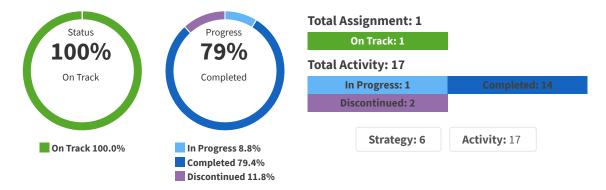
Continuing monitoring of APEGBC progress

Review pilot results and present recommendations for Council's consideration.

🎯 Strategic Objective 7   ★★★☆☆

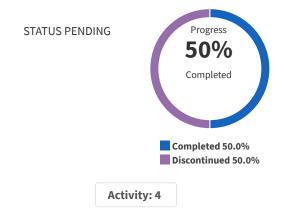**REGULATORY FRAMEWORK** - The complaints process is optimized, balancing transparency, fairness and timeliness

Status
100%
On Track

Progress
79%
Completed

■ On Track 100.0%

■ In Progress 8.8%
■ Completed 79.4%
■ Discontinued 11.8%

Total Assignment: 1
On Track: 1

Total Activity: 17
In Progress: 1   Completed: 14
Discontinued: 2

Strategy: 6   Activity: 17

Summary

Strategy 7.1   ★★★★☆

Develop system to monitor and report on discrete complaint investigation steps against their established targets.

STATUS PENDING

Progress
50%
Completed

■ Completed 50.0%
■ Discontinued 50.0%

Activity: 4

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 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 proposed 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 in 2018. The Aptify enhancement project to report on discrete complaint investigation steps is not included in the 2018 IT budget as of Sept. 2017.

Strategy 7.6   ★★★☆☆

Review and refine voluntary undertakings process employed by Complaints Committee within complaints process.

Status
100%
On Track

Progress
50%
Completed

■ **On Track 100.0%**

■ **In Progress 50.0%**
■ **Completed 50.0%**

Activity: 2

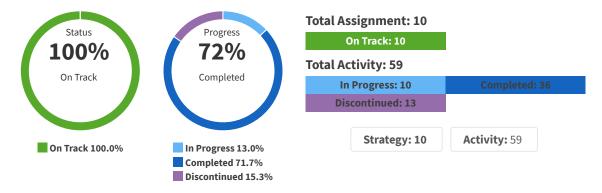**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017**

Develop Guide for Voluntary Undertakings for use by Complaints Committee.: (90% Completed)

The focus of this strategy has changed as COC's current VU focus is to pursue VUs that are also made public in some fashion. Efforts have been focussed on developing a public VU process during Q1-Q3 2017.

🎯 Strategic Objective 8 ⭐⭐⭐☆☆

REGULATORY FRAMEWORK - The practice and title-provisions of the Professional Engineers Act are judiciously enforced and continuously improved
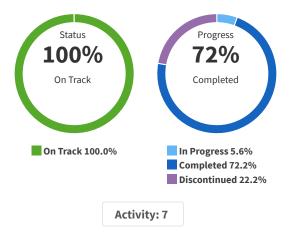
Status
100%
On Track

Progress
72%
Completed

Total Assignment: 10
On Track: 10

Total Activity: 59
In Progress: 10 | Completed: 36
Discontinued: 13

Strategy: 10 | Activity: 59

■ On Track 100.0%

■ In Progress 13.0%
■ Completed 71.7%
■ Discontinued 15.3%

Summary

Strategy 8.2 ⭐⭐⭐☆☆

Develop key performance indicators (KPIs) of enforcement activity.

Status
100%
On Track

Progress
72%
Completed

■ On Track 100.0%

■ In Progress 5.6%
■ Completed 72.2%
■ Discontinued 22.2%

Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

> Tracking of internal operational indicators in now on-going. It is expected that monthly enforcement statistics will be able to be provided by yr end 2017.

Strategy 8.4 ⭐⭐☆☆☆

Revise enforcement policy and procedures manual

Status
100%
On Track

Progress
71%
Completed

■ On Track 100.0%

■ In Progress 28.6%
■ Completed 71.4%

Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Document operations: (100% Completed)

Review of the working draft is completed. Minor corrections and formatting to be incorporated as part of the validation of the working draft.

Test procedures: (85% Completed)

Review of the working draft is completed. The draft will be updated to reflect current activities and changes to reference materials.

New sections are required to document outreach activities, use of Aptify, enforcement metrics, and provision for strategic initiatives (e.g. enhanced enforcement for manufacturing).

Issue revised manual: (75% Completed)

Issue of the policy and procedures manual is to follow the validation of the draft manual. (No change to dependent activity.)

Strategy 8.5   ★★★☆☆

Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action

Status
100%
On Track

Progress
73%
Completed

■ On Track 100.0%

■ In Progress 27.3%
■ Completed 72.7%

Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Draft Decision Aid is in place. Aid will be used Q4 2017 to classify and determine actions for active files.

Strategy 8.8 ★★★☆☆

Develop Enforcement Reporting Guide for use by general public and members

Status
100%
On Track

Progress
80%
Completed

■ On Track 100.0%

■ In Progress 20.0%
■ Completed 80.0%

Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

> The draft reporting guide has been reviewed by Communications, and revisions are to be incorporated for review by the Registrar prior to final publication.

Strategy 8.9 ★★★☆☆

Develop plan for enhanced enforcement in manufacturing sector.

Status
100%
On Track

Progress
80%
Completed

■ On Track 100.0%

■ In Progress 20.0%
■ Completed 80.0%

Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 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.

Status
100%
On Track

Progress
67%
Completed

■ On Track 100.0%

■ In Progress 33.3%
■ Completed 66.7%

Activity: 6

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 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

STATUS PENDING

Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

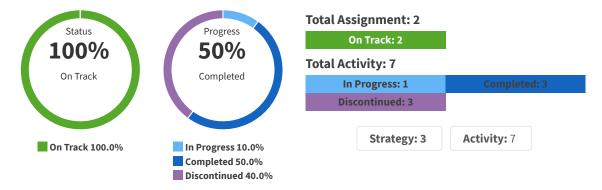**Total Activity: 9**

Completed: 9

Strategy: 4   Activity: 9

Summary

Council's directive to amend the *Professional Engineers Act* to permit discipline panels to be selected with an option not to include an elected councillor has been accepted by the government. The amendment will be part of a larger government Bill that is expected to be enacted in mid 2018.

🎯 Strategic Objective 10 ★★★★☆

STAKEHOLDERS - Engage key regulatory ministries and industry in engineering public policy development

Status
100%
On Track

Progress
50%
Completed

Total Assignment: 2
On Track: 2

Total Activity: 7
In Progress: 1 | Completed: 3
Discontinued: 3

Strategy: 3   **Activity:** 7

- On Track 100.0%
- In Progress 10.0%
- Completed 50.0%
- Discontinued 40.0%

Summary

Work continues on the subcommittee to produce the guideline for ESDM reports. Expect to complete this late 2018.

Strategy 10.3 ★★★☆☆

Develop Practice Guideline and Performance Standard to Prepare Emission Summary and Dispersion Model Reports

Status
100%
On Track

Progress
67%
Completed

- On Track 100.0%
- In Progress 33.3%
- Completed 66.7%

Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Prepare Guideline: (2% Completed)
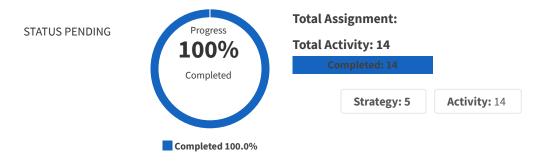
Work has just commenced completion scheduled for July 2018

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

Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

Total Activity: 14

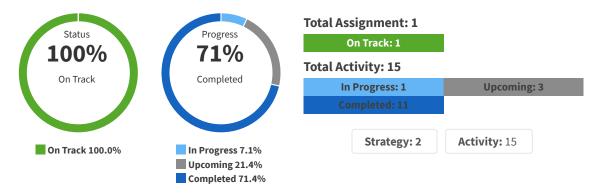**Completed: 14**

Strategy: 5   Activity: 14

Summary

🎯 Strategic Objective 12 ★★★☆☆

STAKEHOLDERS - Productive partnerships are developed with Engineers Canada and other constituent associations

STATUS PENDING

Progress
100%
Completed

Total Assignment:

Total Activity: 3

Completed: 3

Strategy: 1   Activity: 3

■ Completed 100.0%

Summary

🎯 Strategic Objective 13 ★★★☆☆

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

Status
100%
On Track

■ On Track 100.0%

Progress
71%
Completed

■ In Progress 7.1%
■ Upcoming 21.4%
■ Completed 71.4%

Total Assignment: 1
On Track: 1

Total Activity: 15
In Progress: 1   Upcoming: 3
Completed: 11

Strategy: 2   Activity: 15

Summary

Strategy 13.2 ★★★★☆

Public Information Campaign

Status
100%
On Track

■ On Track 100.0%

Progress
50%
Completed

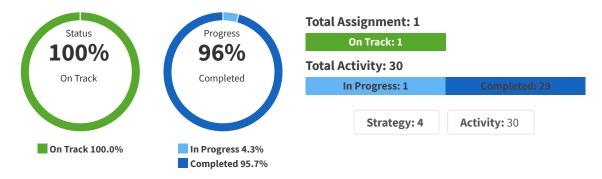■ In Progress 12.5%
■ Upcoming 37.5%
■ Completed 50.0%

Activity: 8

Last update by David Smith (Director, Communications): Aug 31, 2017

The task force developed an RFP and subsequently chose a marketing agency to assist with message development and delivery options. As part of the research phase of the project, the agency (with the assistance of task force members who gathered names) completed 20 telephone interviews with engineering executives and other stakeholders, as well as conducted six focus group sessions in August with a diverse group of stakeholders, including students, EITs and engineers representing a range of experience levels. The agency will present their findings from the research stage to the task force in September.

🎯 Strategic Objective 14   ★★★☆☆

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

Status
100%
On Track

Progress
96%
Completed

Total Assignment: 1

| On Track: 1 |

Total Activity: 30

| In Progress: 1 | Completed: 29 |

| Strategy: 4 | Activity: 30 |

■ On Track 100.0%
■ In Progress 4.3%
■ Completed 95.7%

Summary

Requirements gathering process began in May 2017. Focus groups with staff scheduled for fall 2017. RFP for potential vendor is being developed in collaboration with IT and vendor is anticipated to be selected by November 2017.

Strategy 14.1   ★★★☆☆

Review website analytics and end-user functionality to determine next iteration of PEO web presence

Status
100%
On Track

Progress
86%
Completed

■ On Track 100.0%
■ In Progress 14.3%
■ Completed 85.7%

| Activity: 7 |

Last update by David Smith (Director, Communications): Aug 31, 2017

> Requirements gathering process began in May 2017. Focus groups with staff scheduled for fall 2017. RFP for potential vendor is being developed in collaboration with IT and vendor is anticipated to be selected by November 2017.
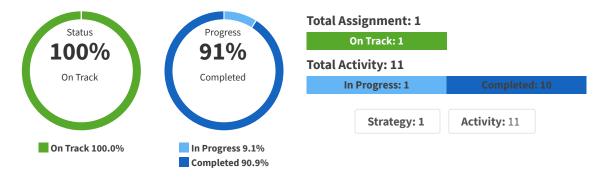
Strategic Objective 15 ★★★☆☆

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

STATUS PENDING

Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

Total Activity: 39

Completed: 39

Strategy: 7   **Activity:** 39

Summary

Strategic Objective 16 ★★★☆☆

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

Status
100%
On Track

Progress
91%
Completed

■ On Track 100.0%

■ In Progress 9.1%
■ Completed 90.9%

Total Assignment: 1

| On Track: 1 |

Total Activity: 11

| In Progress: 1 | Completed: 10 |

| Strategy: 1 | | Activity: 11 |

Summary

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

Status
100%
On Track

Progress
91%
Completed

■ On Track 100.0%

■ In Progress 9.1%
■ Completed 90.9%

| Activity: 11 |

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 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.

Next steps: Preparing final report that outlines original objects and initiatives that lead to achieving objects,

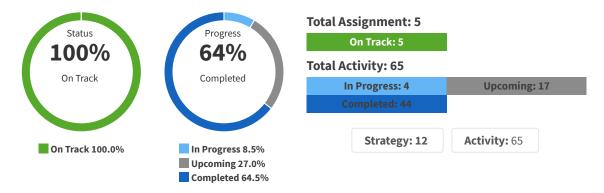Project expected to be completed by December 31, 2017.

🎯 Strategic Objective 17 ★★★☆☆

OPERATIONS - PEO Headquarters occupancy rates and building efficiency are optimized

STATUS PENDING

Progress
100%
Completed

Completed 100.0%

Total Assignment:

Total Activity: 24

Completed: 24

Strategy: 5   Activity: 24

Summary

🎯 Strategic Objective 18 ★★★☆☆

OPERATIONS - Risk is mitigated by assessing vulnerabilities and addressing service gaps

Status
100%
On Track

■ On Track 100.0%

Progress
64%
Completed

■ In Progress 8.5%
■ Upcoming 27.0%
■ Completed 64.5%

Total Assignment: 5

On Track: 5

Total Activity: 65

In Progress: 4 | Upcoming: 17
Completed: 44

Strategy: 12 | Activity: 65

Summary

Strategy 18.2 ★★★☆☆

Re-launch Sharepoint based upon accepted smart practices

STATUS PENDING

Progress
0%
Completed

■ Upcoming 100.0%

Activity: 6

Last update by Scott Clark (Chief Administrative Officer): Sep 07, 2017

Strategy Update: Project Charter created and approved. Project delayed until 2019 due to budget constraints.

Next Steps: IT to upgrade database and software to meet end of life requirements.

Project will be incorporated into the 2018 - 2020 strategic plan pending approval by Council and re-launched in 2019 pending budget.

Strategy 18.5 ★★★★☆

Implement new Online Licensing system

Status
100%
On Track

Progress
20%
Completed

■ On Track 100.0%

■ In Progress 20.0%
■ Upcoming 60.0%
■ Completed 20.0%

Activity: 5

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

Define requirements: (40% Completed)

Working with IT to document the requirements.

Define requirements: (40% 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: (12% Completed)

Completed 'As Is' requirements gathering. Working on 'To Be' requirements. Meetings with Aptify on integration points and functionality of future versions of the product.

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

Status
100%
On Track

Progress
50%
Completed

■ On Track 100.0%

■ In Progress 50.0%
■ Completed 50.0%

Activity: 2

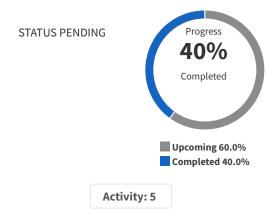**Last update by Michelle Wehrle (Director, Information Technology): Aug 10, 2017**

Refine IT dashboard: (70% Completed)

Implemented the use of Project portal for tracking IT operational projects and tasks assigned to team.

Strategy 18.7 ★★★★☆

Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations

STATUS PENDING

Progress
40%
Completed

■ Upcoming 60.0%
■ Completed 40.0%

Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Status Update: this project is on hold pending development of a risk register.

Next steps: Project will re-launch January 1, 2018 pending completion and approval of risk register.

Project is being incorporated into the 2018 - 2020 strategic plan pending Council approval.

Strategy 18.12 ★★★☆☆

Implement Threat Risk Assessment Report Recommendations

Status
100%
On Track

Progress
22%
Completed

■ On Track 100.0%

■ In Progress 22.2%
■ Upcoming 55.6%
■ Completed 22.2%

Activity: 9

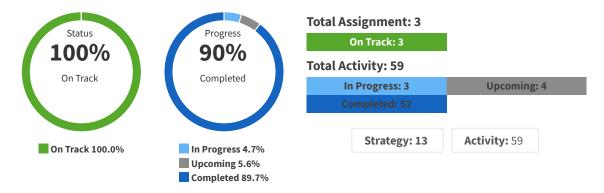### Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Strategy Update: 2017 plan is complete. Quotes received from vendor.

Next Steps: Tyco has been awarded work for 2017. Waiting for installation date for phase 1 (panic buttons). Phase 1 expected to be completed by September 2017. Phase 2 will commence January 2018 pending capex budget approval.

Project expected to be completed by June 2018.   Project is to be incorporated into the 2018 - 2020 strategic plan pending capex approval by Council.

⊙ Strategic Objective 19 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - PEO has a sustainable organization-wide continuous-improvement culture

Status
100%
On Track

■ On Track 100.0%

Progress
90%
Completed

■ In Progress 4.7%
■ Upcoming 5.6%
■ Completed 89.7%

Total Assignment: 3
On Track: 3

Total Activity: 59
In Progress: 3 | Upcoming: 4
Completed: 52

Strategy: 13 | Activity: 59

Summary

Strategy 19.1 ★★★☆☆

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs

Status
100%
On Track

■ On Track 100.0%

Progress
80%
Completed

■ In Progress 20.0%
■ Completed 80.0%

Activity: 5

Last update by Michelle Wehrle (Director, Information Technology): Aug 29, 2017

> *IT policy management: (20% Completed)*
>
> Manager meet with Ralph to get orientated to how policies are created and approved at PEO. Reviewing previous drafts of IT policies to see if they are still valid. Research latest trends in security policies.

Strategy 19.2 ★★★☆☆

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP

Status
100%
On Track

Progress
80%
Completed

■ On Track 100.0%

■ In Progress 20.0%
■ Completed 80.0%

Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Sep 06, 2017

Strategy Update: Module content is being updated to reflect recent changes to political fundraising rules, the approval of the GLP Audit Implementation Plan and forthcoming increases in the number of MPP's. This project is part of the GLP Audit Implementation Plan.

Next Steps: This project is being incorporated into the 2018 – 2020 Strategic Plan pending Council approval.

Strategy 19.12 ★★★☆☆

Implement New Leadership Development and On-boarding Modules

Status
100%
On Track

Progress
17%
Completed

■ On Track 100.0%

■ In Progress 16.7%
■ Upcoming 66.7%
■ Completed 16.7%

Activity: 6

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Strategy Update: HRC met on June 1 and selected two module topics.

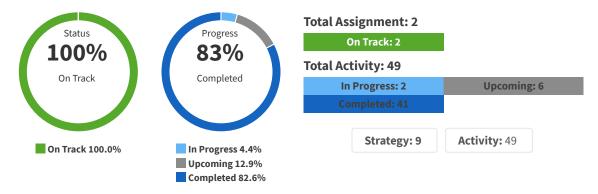Next Steps: Staff are developing module content.

Project expected to be completed by December 31, 2017

⊚ Strategic Objective 20 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - PEO's governance approach is robust, transparent and trusted

Status
100%
On Track

Progress
83%
Completed

- ■ On Track 100.0%
- ■ In Progress 4.4%
- ■ Upcoming 12.9%
- ■ Completed 82.6%

Total Assignment: 2
On Track: 2

Total Activity: 49

| In Progress: 2 | Upcoming: 6 |
| Completed: 41 | |

Strategy: 9 **Activity:** 49

Summary

Strategy 20.1 ★★★☆☆

Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies

Status
100%
On Track

Progress
89%
Completed

- ■ On Track 100.0%
- ■ In Progress 11.1%
- ■ Completed 88.9%

Activity: 9

Last update by David Smith (Director, Communications): Aug 31, 2017

> Regular articles on governance issues have been incorporated into the 2017 Engineering Dimensions editorial calendar and have been well received.

Strategy 20.8 ★★★☆☆

Support Council Composition Task Force

Status
100%
On Track

Progress
0%
Completed

On Track 100.0%

In Progress 33.3%
Upcoming 66.7%

Activity: 3

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Strategy Update: CCTF continuing to conduct research and deliberate on key aspects to be included in its report.
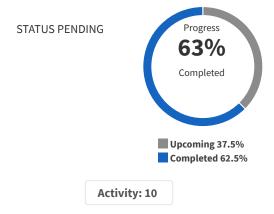
Next Steps: Task Force will draft its report.

Project is expected to be completed by late 2017 or early 2018. Project will be incorporated into the 2018 - 2020 strategic plan pending Council approval.

Strategy 20.9 ★★★★★

Prepare 2018-2020 Strategic Plan

STATUS PENDING

Progress
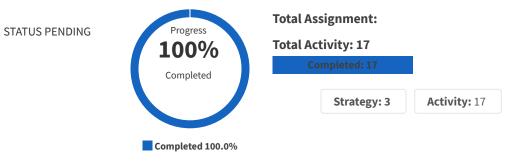**63%**
Completed

Upcoming 37.5%
Completed 62.5%

Activity: 10

Last update by Gerard McDonald (Registrar): Sep 11, 2017

Plan preparation is on track for approval at the September Council meeting.

Strategic Objective 21 ★★☆☆☆

STAFF, VOLUNTEERS & COUNCIL - Chapters are engaged in the regulatory mandate of PEO

STATUS PENDING

Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

Total Activity: 17

Completed: 17

Strategy: 3   Activity: 17

Summary

⊙ Strategic Objective 22 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - Equity and diversity values and principles are integrated into the general policy and business operations

STATUS PENDING

Progress
100%
Completed

Completed 100.0%

Total Assignment:

Total Activity: 8

Completed: 8

Strategy: 1   **Activity:** 8

Summary

⊙ Strategic Objective 22 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - Equity and diversity values and principles are integrated into the general policy and business operations
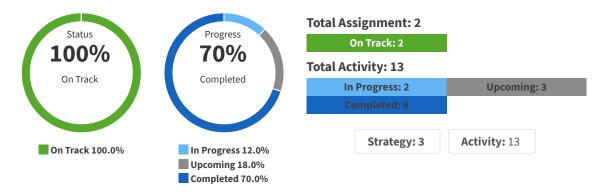
Strategic Objective 23 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - Organizational renewal is ensured through succession plans and talent management strategies

STATUS PENDING

Progress
100%
Completed

■ Completed 100.0%

Total Assignment:

Total Activity: 8

Completed: 8

Strategy: 2   Activity: 8

Summary

🎯 Strategic Objective 24 ★★★☆☆

STAFF, VOLUNTEERS & COUNCIL - PEO is recognized as an employer of choice

Status
100%
On Track

■ On Track 100.0%

Progress
70%
Completed

■ In Progress 12.0%
■ Upcoming 18.0%
■ Completed 70.0%

Total Assignment: 2
On Track: 2

Total Activity: 13
In Progress: 2 | Upcoming: 3
Completed: 8

Strategy: 3   Activity: 13

Summary

Strategy 24.3 ★★★☆☆

Implement Employer of Choice Strategy

Status
100%
On Track

■ On Track 100.0%

Progress
0%
Completed

■ In Progress 40.0%
■ Upcoming 60.0%

Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Sep 07, 2017

> Strategy Update: Research completed and environmental scan conducted for flex work arrangement and maternity top-up benefits. Policy recommendation under development.
>
> Next steps: Draft policies will be presented to SMT for review.
>
> Project to be completed by April 30, 2018. This project will be incorporated into the 2018 - 2020 Strategic Plan pending Council approval.

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