



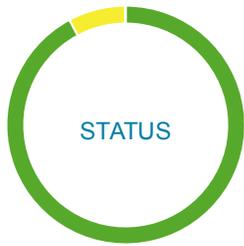
Professional Engineers Ontario

Executive Report

Strategic Plan Progress as at Mar 08, 2017

Created on: Mar 08, 2017

Strategic Plan Progress from Dec 31, 2016 to Mar 08, 2017



■ On Track 92.2%
■ Some Disruption 7.7%
■ No Update 0.1%

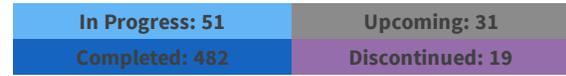


■ In Progress 7.3%
■ Upcoming 2.8%
■ Completed 85.6%
■ Discontinued 4.3%

Total Assignment: 55



Total Activity: 583



Strategic Objective: 24

Strategy: 117

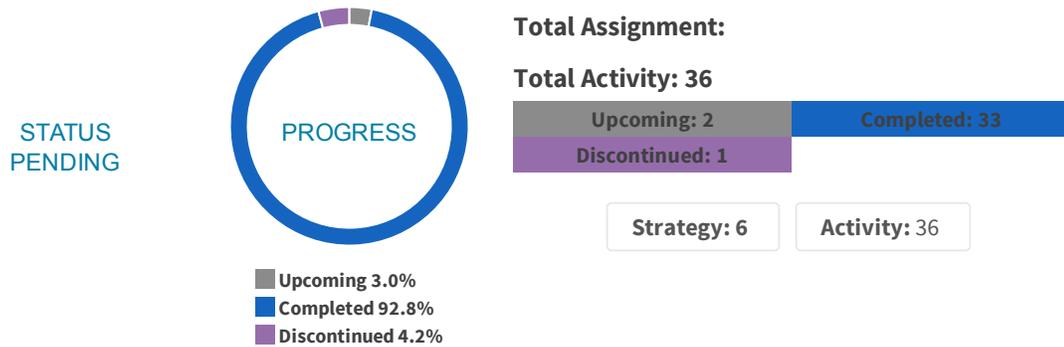
Activity: 583

Summary

This auto generated report provides the latest information for the current reporting period

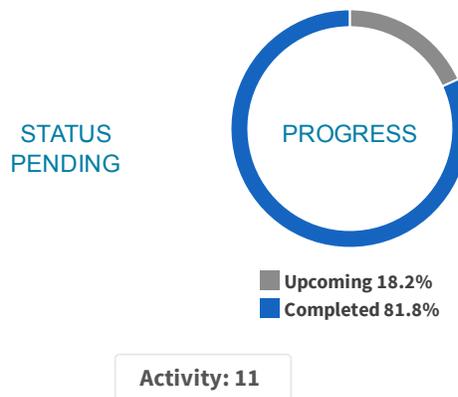
Strategic Objective 1 ★★★★☆☆

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



Last update by Michael Price (Deputy Registrar, Licensing and Finance): Dec 22, 2016

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)

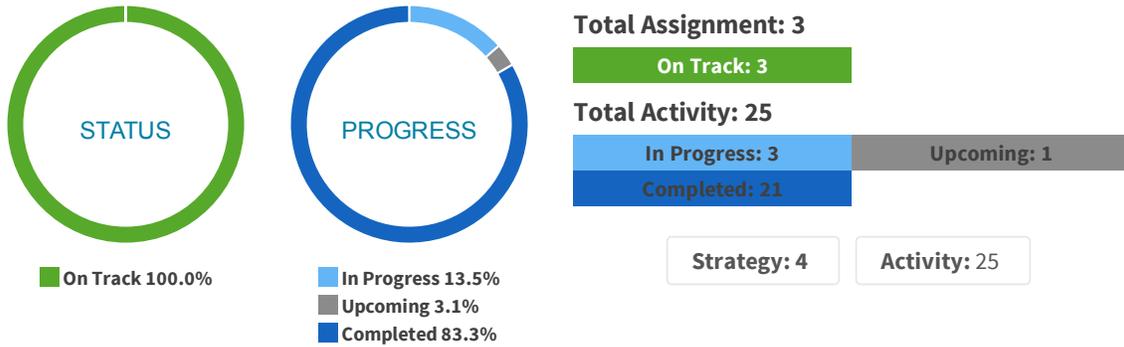
Preliminary training as per recommendation #1 of consultant's report. Training delivered December 9, 2016.

Project to be completed in Q3 2017 with new process training for ERC

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



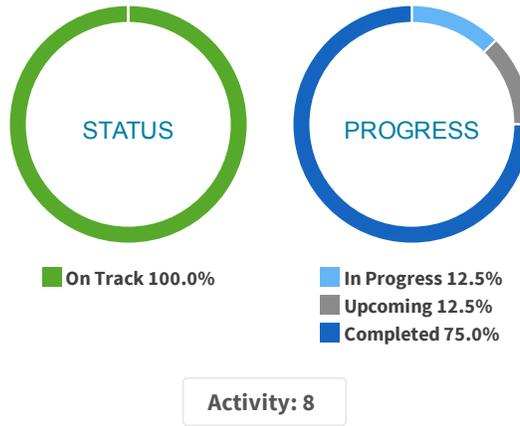
Last update by David Smith (Director, Communications): Mar 01, 2017

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



Last update by David Smith (Director, Communications): Mar 01, 2017

Participated in tradeshow for newcomers in October. Promoted and updated distributed updated brochure to assist newcomers interested in seeking licensure. The January/February issue of Dimensions is newcomers and diversity.

Updated content of newcomer brochure, which includes reference to a new PEO email address for questions from IEGs on the licensing processes. This email address is being promoted through PEO's social media account and inquiries are being monitored by PEO licensing staff.

Strategy 2.4



Communications Infrastructure Engineering outreach and licensure.



Last update by Michael Price (Deputy Registrar, Licensing and Finance): Feb 16, 2017

Evaluate and Licence CIE Applicants: (67% Completed)

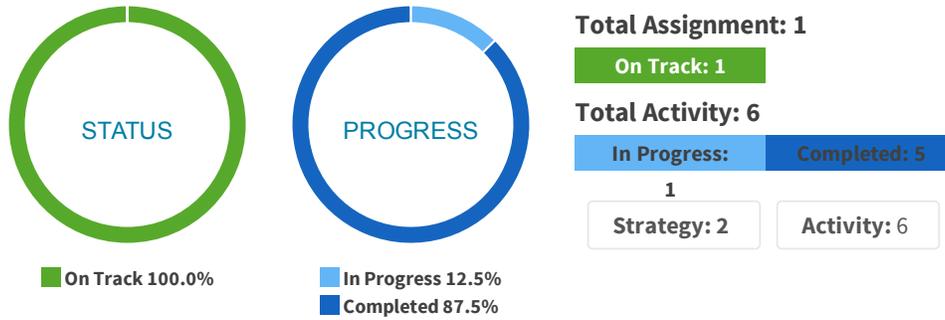
26 Applications have been received for Limited Licence and P. Eng Licence. A meeting of the Working group was held On January 30,2017 to discuss thre progress of the applications.

Project expected to be Completed Q2 2017 with Licensing of CIE applicants as P.Engs and LELs

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



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Dec 15, 2016

Webinars will be scheduled for early 2017.

Strategic Objective 4



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



On Track 99.0%
No Update 1.0%



In Progress 7.2%
Upcoming 6.4%
Completed 86.4%

Total Assignment: 15

On Track: 14

No Update: 1

Total Activity: 76

In Progress: 14

Upcoming: 7

Completed: 55

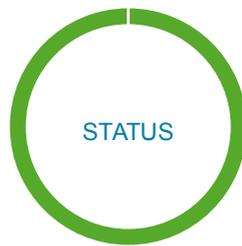
Strategy: 10

Activity: 76

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)



On Track 100.0%



In Progress 14.3%
Upcoming 42.9%
Completed 42.9%

Activity: 7

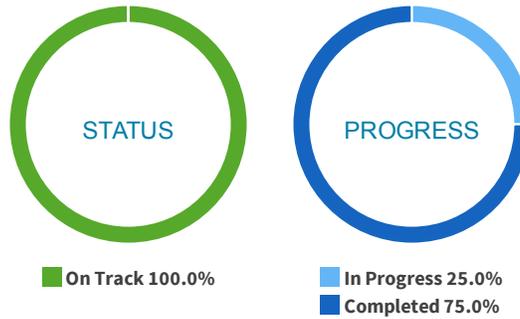
Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Dec 15, 2016

At the November meeting Council approved the guideline Structural Condition Assessments of Existing Buildings and Designated Structures. The sub-committee is aiming to complete the practice standard that supports this by mid-2017.

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

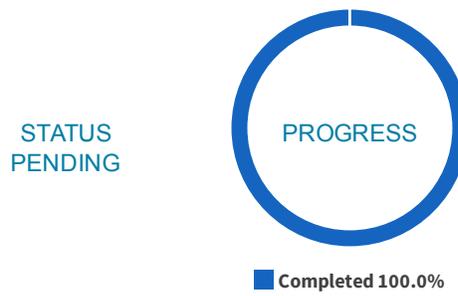
Last update by Michelle Wehrle (Director, Information Technology): Mar 02, 2017

Searchable Discipline Information on Website: (50% Completed) Project is proceeding with fine tuning of requirements. First draft of the hearings record has been reviewed. It has been determined that input from other departments will be required.

Strategy 4.8



Define, in regulation or legislation, as may be required, the roles and responsibilities of a “Prime Consultant”. (Recommendation 1.27)



Activity: 4

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Dec 15, 2016

At its November 2016 meeting Council approved the formation of a Coordinating Licensed Professional Joint Sub-committee to develop a guideline to implement the Elliot Lake Recommendation 1.27.

Strategy 4.10



Peak Program Implementation



■ On Track 95.8%
■ No Update 4.2%



■ In Progress 36.4%
■ Upcoming 12.1%
■ Completed 51.5%

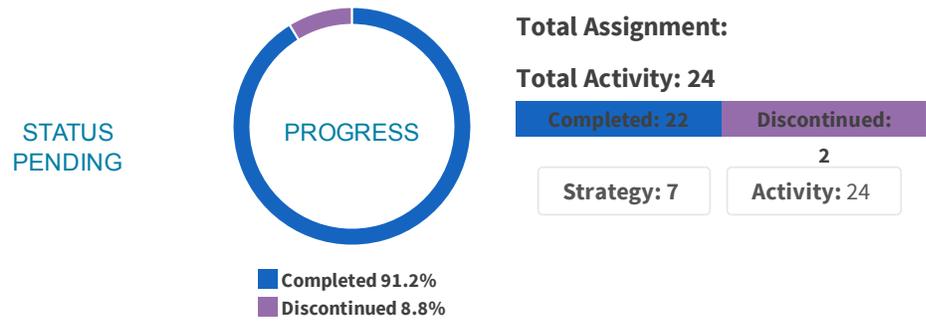
Activity: 33

⊘ No update for Strategy 4.10 has been submitted.

Strategic Objective 5



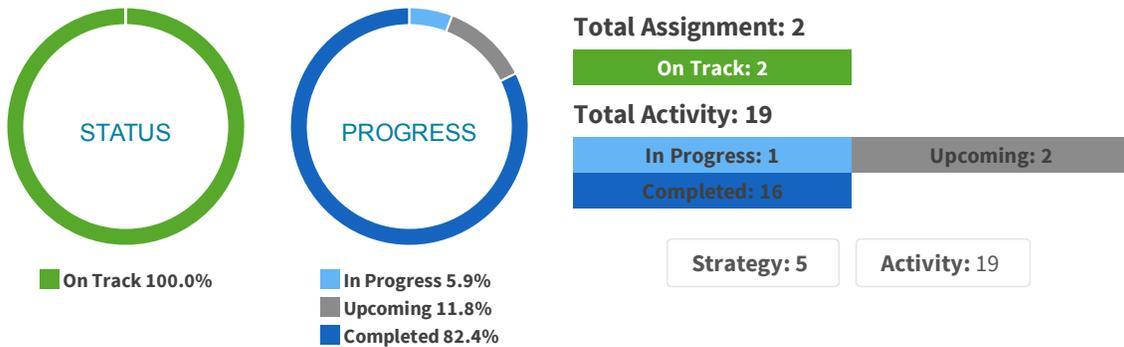
REGULATORY FRAMEWORK - Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process



Strategic Objective 6



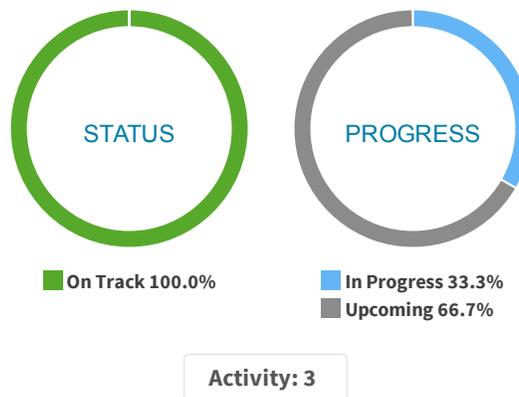
REGULATORY FRAMEWORK - Licensing is based on levels of competence



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): Feb 16, 2017

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (80% Completed)

Licensing and Registration Staff will attend March 31 meeting of the Steering Committee.

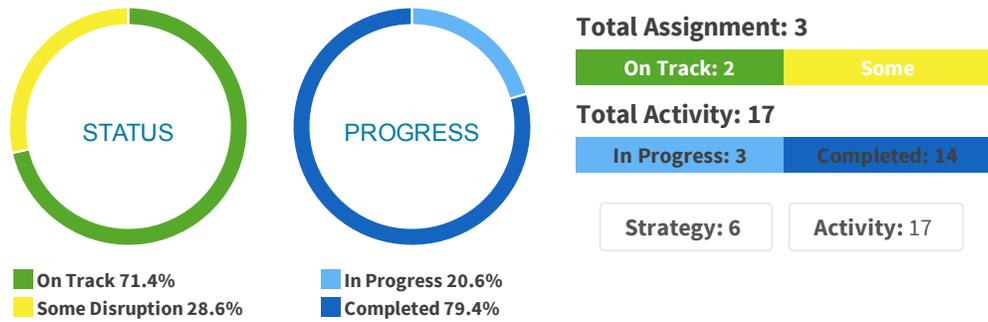
Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (60% Completed)

APEGBC released its Working in Canada learning portal for review.

Review pilot results from other provinces and determine appropriate recommendations for Council's consideration by Q4 2017.

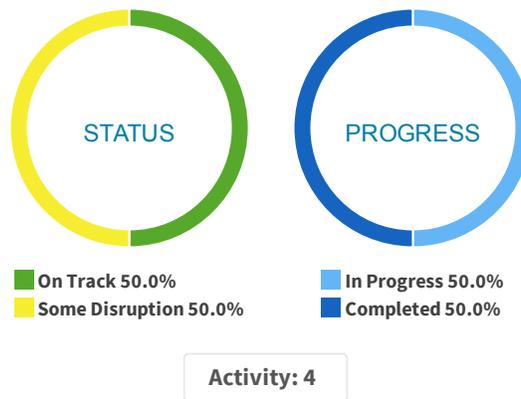
Strategic Objective 7 ★★★★☆

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.

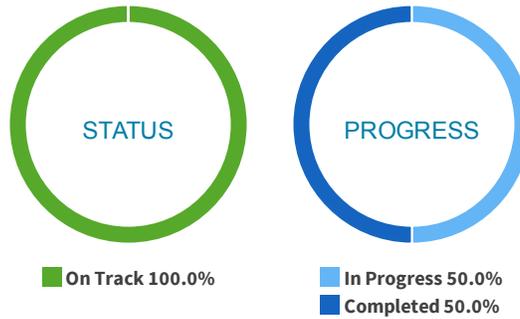


Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Mar 02, 2017

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): Mar 02, 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. 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



On Track 100.0%



In Progress 14.8%
Upcoming 7.4%
Completed 62.4%
Discontinued 15.3%

Total Assignment: 12

On Track: 12

Total Activity: 59

In Progress: 12

Upcoming: 5

Completed: 29

Discontinued: 13

Strategy: 10

Activity: 59

Strategy 8.2



Develop key performance indicators (KPIs) of enforcement activity.



On Track 100.0%



In Progress 11.1%
Completed 66.7%
Discontinued 22.2%

Activity: 7

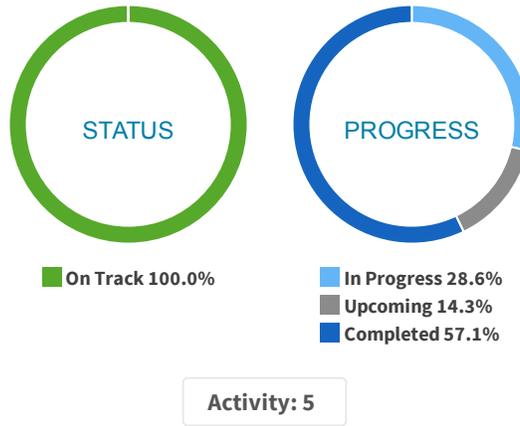
Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Mar 02, 2017

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



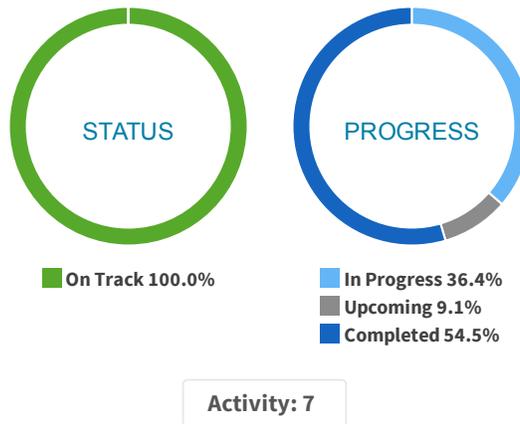
Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Mar 02, 2017

Activity completion extended to review working draft and add in Aptify processes. Activity to be expedited for first quarter of 2017

Strategy 8.5



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



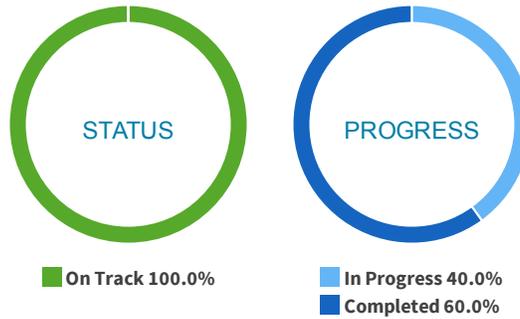
Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Mar 02, 2017

Structure of decision aid is mapped out. Activity completion extended to end of Q1 2017 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): Mar 02, 2017

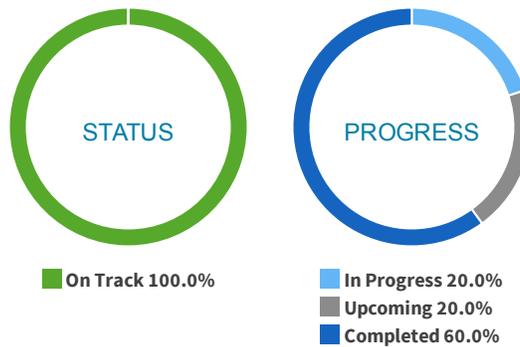
Enforcement Committee feedback has been incorporated; final revision to include feedback from Enforcement and Outreach Officer and Enforcement Manager.

Final staff revision to be expedited in Q1 2017, for review by Communications.

Strategy 8.9



Develop plan for enhanced enforcement in manufacturing sector.



Activity: 5

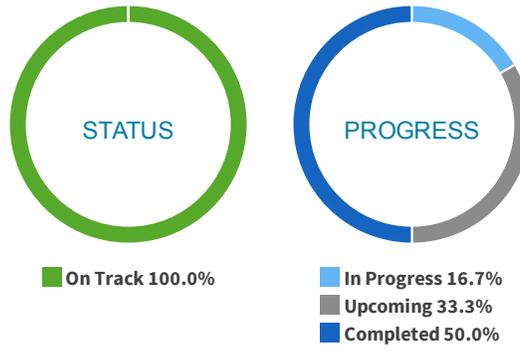
Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Mar 02, 2017

Activity completion extended pending outcome of challenge to Burden Reduction Act, and request to proclaim Repeal of Industrial Exception. There is also 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): Mar 02, 2017

Activity completion extended to allow for input from Enforcement Committee as outreach direction was identified to be part of committee's 2017 Work Plan.

Strategic Objective 9



REGULATORY FRAMEWORK - Tribunals employ accepted smart practices in all operations and are seen to be independent and fair



■ On Track 100.0%



■ In Progress 23.1%
■ Completed 76.9%

Total Assignment: 1

■ On Track: 1

Total Activity: 9

■ In Progress: 1

■ Completed: 8

■ Strategy: 4

■ Activity: 9

Strategy 9.1



Establish and implement enhanced practices for all PEO Tribunals

STATUS
PENDING



■ Completed 100.0%

Activity: 4

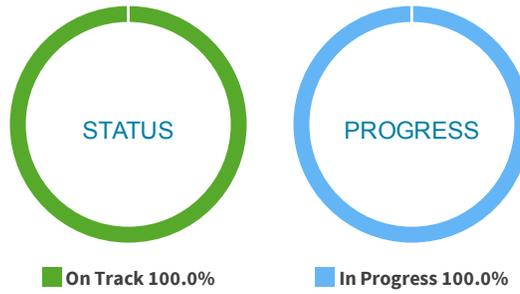
Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Dec 15, 2016

Looking to add a link on the tribunal webpage to receive input and feedback directly. This strategy will be completed by early 2017.

Strategy 9.2



Tribunal Panel Composition and Size



Activity: 1

Last update by Jordan Max (Manager, Policy): Mar 02, 2017

At its June 2016 meeting Council approved the policy intent for an act amendment removing the need to have an elected councillor on every panel. Subject to completing the policy analysis for any further changes, this strategy will be completed by mid-2017.

Strategic Objective 10



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

STATUS
PENDING



Completed 42.9%
Discontinued 57.1%

Total Assignment:

Total Activity: 4



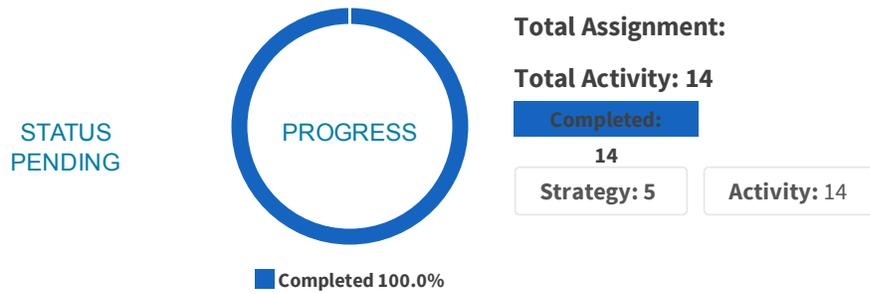
Strategy: 2

Activity: 4

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



Strategic Objective 12



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

STATUS
PENDING



Completed 100.0%

Total Assignment:

Total Activity: 3

Completed:

3

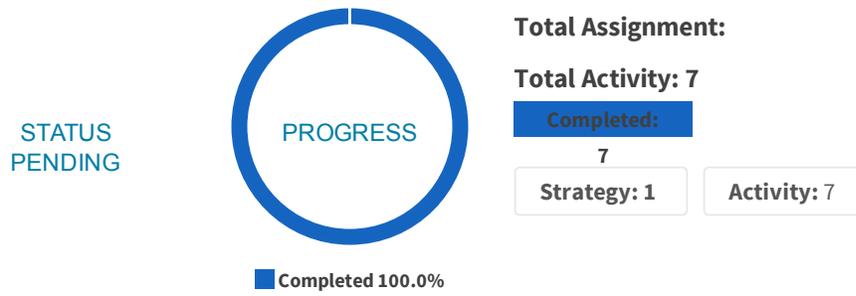
Strategy: 1

Activity: 3

Strategic Objective 13

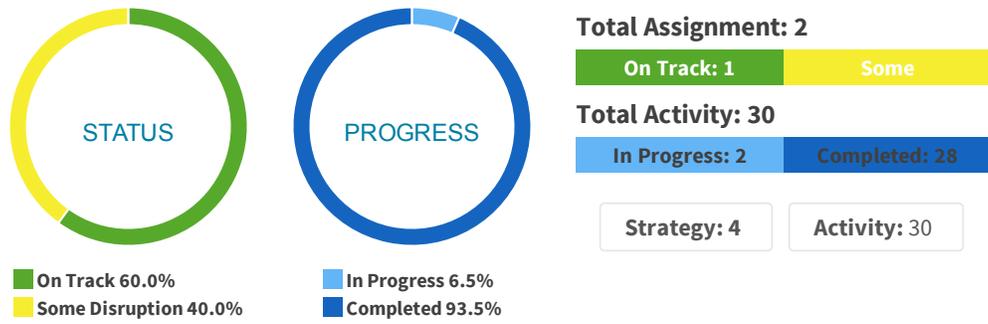


STAKEHOLDERS - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



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

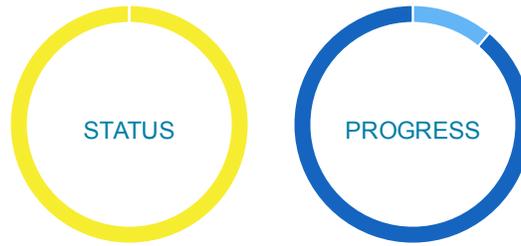


Last update by David Smith (Director, Communications): Mar 01, 2017

Website redesign scheduled for 2017, beginning with requirements gathering process. Continue to make improvements to current website as need and as platform allows.

Strategy 14.2 ★ ☆ ☆ ☆ ☆

Develop web-based version of Engineering Dimensions to enhance accessibility of information for members



■ Some Disruption 100.0% ■ In Progress 11.1%
■ Completed 88.9%

Activity: 9

Last update by David Smith (Director, Communications): Mar 01, 2017

■ New web-based version of the magazine launched in May 2016 in conjunction with the May/June issue.

Strategic Objective 15



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



On Track 100.0%



In Progress 1.4%
Completed 98.6%

Total Assignment: 1

On Track: 1

Total Activity: 39

In Progress: 1

Completed: 38

38

Strategy: 7

Activity: 39

Strategy 15.7



Implementation of online expense project



On Track 100.0%



In Progress 10.0%
Completed 90.0%

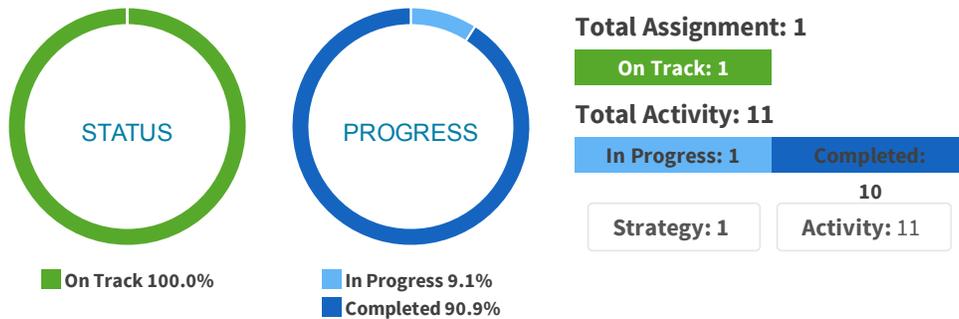
Activity: 10

⊘ No update for Strategy 15.7 has been submitted.

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



Last update by Scott Clark (Chief Administrative Officer): Mar 01, 2017

Strategy Update: 10 of 11 activities in this strategy are completed. One activity (Audit IT compliance against established governance practices) is outstanding. The Director IT is waiting for a new IT Manager to come on board to review Implemented Change Management, Problem Management, Incident Management, Demand Management, Software development Life Cycle.

Next steps: A new IT Manager will be hired and the audit undertaken.

Strategic Objective 17



OPERATIONS - PEO Headquarters occupancy rates and building efficiency are optimized



On Track 100.0%



In Progress 18.8%
Completed 81.3%

Total Assignment: 1

On Track: 1

Total Activity: 24

In Progress: 1

Completed: 23

23

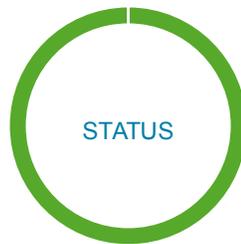
Strategy: 5

Activity: 24

Strategy 17.3



Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making



On Track 100.0%



In Progress 100.0%

Activity: 1

Last update by Scott Clark (Chief Administrative Officer): Feb 27, 2017

Strategy Update: Archiving of building documents ongoing.

Next steps: documents will be archived and tagged to be searchable

Project is expected to be completed by April 2017

Strategic Objective 18



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



On Track 100.0%



In Progress 14.1%
Upcoming 24.5%
Completed 61.4%

Total Assignment: 6

On Track: 6

Total Activity: 55

In Progress: 5

Upcoming: 11

Completed: 39

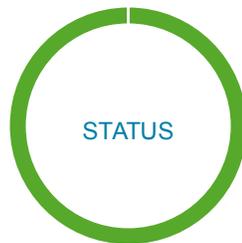
Strategy: 11

Activity: 55

Strategy 18.2



Re-launch Sharepoint based upon accepted smart practices



On Track 100.0%



In Progress 20.0%
Upcoming 80.0%

Activity: 5

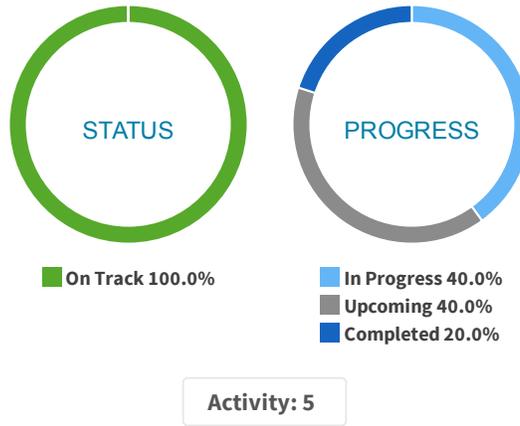
Last update by Scott Clark (Chief Administrative Officer): Mar 01, 2017

Strategy Update: Director IT waiting for new Manager of IT to start.

Strategy 18.5



Implement new Online Licensing system



Last update by Michael Price (Deputy Registrar, Licensing and Finance): Mar 08, 2017

Define requirements: (30% Completed)

Reviewed Version 5 of the Business Requirements Specification document

Define requirements: (30% Completed)

Meetings held with Consultant to define requirements of online licensing system and IT Development of Licensing Process Flow Documents ongoing

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



Last update by Michelle Wehrle (Director, Information Technology): Feb 17, 2017

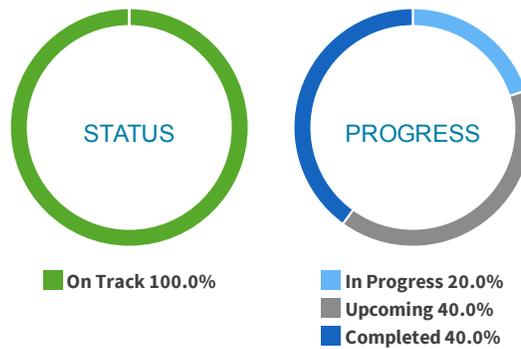
Refine IT dashboard: (60% Completed)

Updated standard reporting to include more relevant management information

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): Feb 27, 2017

Status Update: IT disaster recovery achieved as a result of switching to the new hosting provider. Development of enterprise wide disaster recovery / business continuity plan initiated.

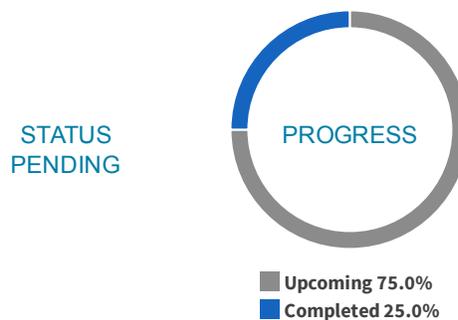
Next Steps: an enterprise wide disaster recovery / business continuity plan will be developed

Project is expected to be completed by December 2017.

Strategy 18.11



Develop CASL Compliance Tracking



Activity: 4

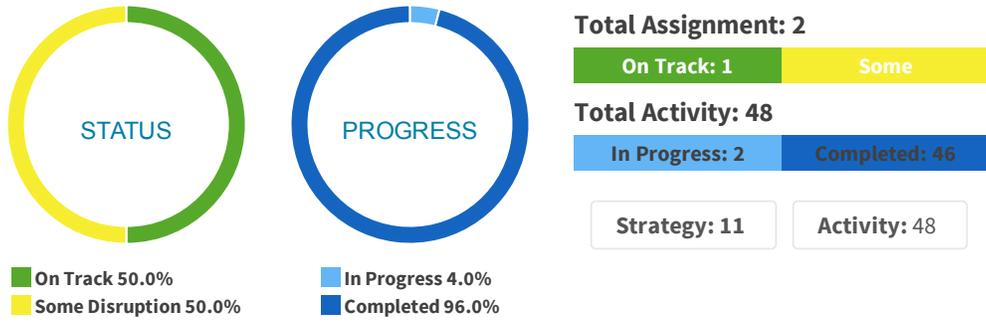
Last update by Michelle Wehrle (Director, Information Technology): Feb 27, 2017

Committee needs to book meeting with Gerard to review findings from other regulators and address the challenges that Chapters present.

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



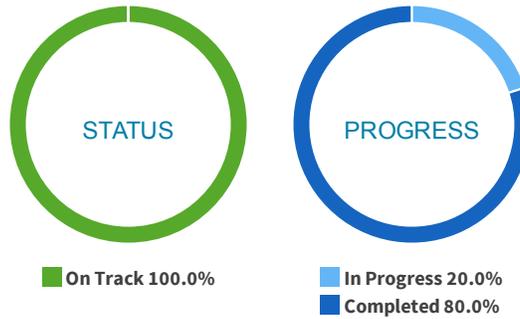
Last update by Michelle Wehrle (Director, Information Technology): Feb 17, 2017

IT Project Management controls and service management controls have been implemented. Waiting for new IT Manager to be hired to move forward on IT policy management.

Strategy 19.2



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



Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Mar 01, 2017

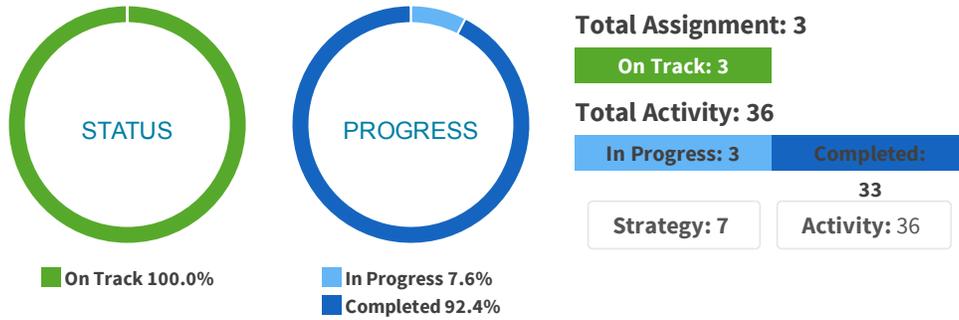
Strategy Update: Changes to the material in the training module must be updated due to recent changes to fundraising rules and Audit recommendations

Next step: New GLC training oversight sub-committee to meet and review the GLP training module. Sub-committee to meet by end of Q1.

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



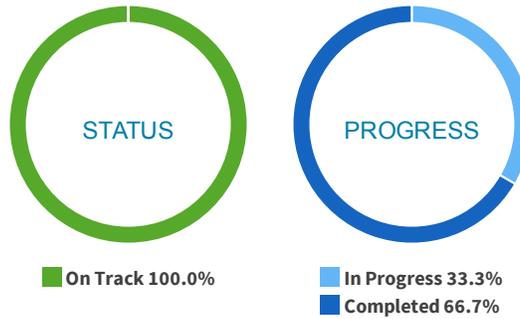
Last update by David Smith (Director, Communications): Mar 01, 2017

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

Strategy 20.7



Support Council Term Limits Task Force



Activity: 3

Last update by Scott Clark (Chief Administrative Officer): Mar 01, 2017

Council Term Limits Task Force: (80% Completed)

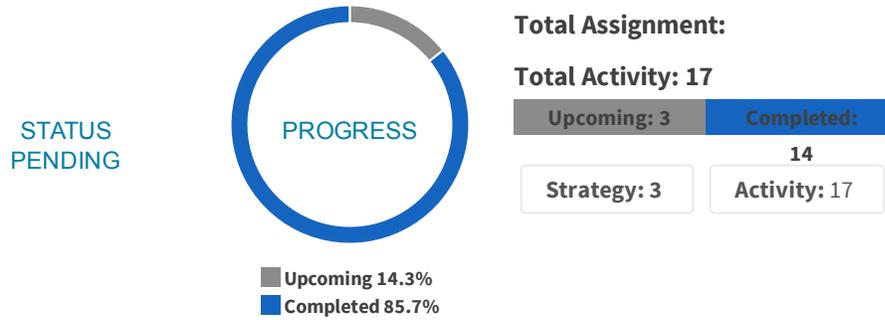
Strategy Update: CTL TF report being finalized. BN drafted for review by Task Force.

Next steps: Report will be presented to Council at its March 2017 meeting.

Strategic Objective 21



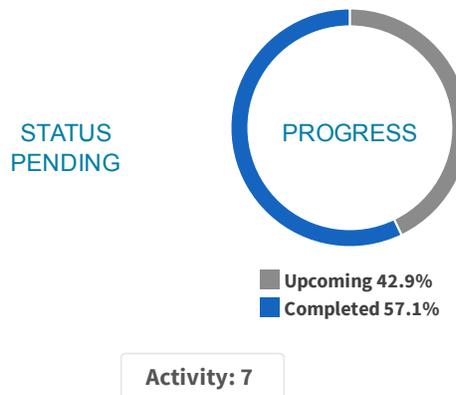
STAFF, VOLUNTEERS & COUNCIL - Chapters are engaged in the regulatory mandate of PEO



Strategy 21.1



Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides



Last update by Tracey Caruana (EIT Coordinator): Feb 24, 2017

Strategy update: Training tools have been identified from the Guide and Intern handbooks. The online PowerPoint presentation and script have been prepared. The module has been reviewed by Communications and Corporate Services. It will be sent to Scholarlab.

Next steps: Presenter/voice to be selected and video shoot date to be determined with Scholarlab.

Project is expected to be completed by July 2017.

Strategic Objective 22



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



On Track 100.0%



In Progress 12.5%
Completed 87.5%

Total Assignment: 2

On Track: 2

Total Activity: 8

In Progress: 1

Completed: 7

1

Strategy: 1

Activity: 8

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



On Track 100.0%



In Progress 12.5%
Completed 87.5%

Activity: 8

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Feb 27, 2017

Council to decide consequences for non compliance: (20% Completed)

Issues related to non compliance will be incorporated into Office of the Fairness Commission 2017 Assessment

Strategic Objective 23



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



 **Strategic Objective 24**



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

STATUS
PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 8

Completed:

8

Strategy: 2

Activity: 8

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