

HUMAN RESOURCES PLAN – 2021 COMPLAINTS REVIEW COUNCILLOR (CRC)

Committee: Complaints Review Councillor	Date Developed:
Committee Review Date: September 2020	Date Council Approved:

Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
Core Competencies	See Appendix A	See Appendix A	
Committee Membership	1 member		
Broad Engagement	Section 25(1) Elected Councillor: N/A LGA (P. Eng.) Councillor: N/A LGA (Lay) Councillor: N/A General Member: 1 NOTE: CRC cannot be a member of the Discipline Committee as per Council's directive.	Proclamation of the amendments to the <i>Professional Engineers Act</i> would provide confirmation that there can be more than one CRC.	Provide necessary training for new members.
Volunteer Development Plans	a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff b. Provide resources (handbook, legal reference books, etc.)	a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff b. All members attend CRC meetings and obtain training relating to decision-making and report-writing. c. Provide resources (handbook, legal reference books, case book, etc.)	a. New members attend a basic orientation session conducted by CRC Chair and the Tribunals Staff b. All members attend CRC meetings and obtain training relating to decision-making and report-writing. c. Provide resources (handbook, legal reference books, case book, etc.) See Appendix A
Succession Planning • List the members	Yufei (Fiona) Wang - 2019		
Continuous learning	Create or attend training relating to decision-making and report-writing such as Osgoodes Professional Development Training.	Create or attend training relating to decision-making and report-writing such as Osgoodes	Create or attend training relating to decision making decision-making and report-writing such as

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	Provide resources (handbook, legal reference books, etc.)	Professional Development Training. Provide resources (handbook, legal reference books, case book, etc.)	Osgoodes Professional Development Training. Provide resources (handbook, legal reference books, case book, etc.)
Term of Office	N/A	N/A	N/A

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"> a. Knowledge of the applicable sections of the Act, Regulations and SPPA. b. Be committed and available to do a review. c. Ability to write Reports. d. Familiarity with previous Reports
Develop Volunteers (Chair, CRC)	<ul style="list-style-type: none"> a. Identify training requirements and resources. b. Organize training sessions. c. Conduct training sessions.
Develop Policy and Plans (Chair, CRC)	<ul style="list-style-type: none"> a. Develop and analyze policy alternatives. b. Draft proposals to create Handbook, Work Plan, and H.R. Plan.
Perform Administrative Functions (Chair, CRC)	<ul style="list-style-type: none"> a. Respond to information requests from PEO and Council. b. Draft and provide administrative reports. c. Communicate with Council.

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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
Regulatory and/or decision writing experience in order to write concise and clear Reports that address matters within CRC jurisdiction.	Experienced CRCs who already know how to write decisions	Training and experience: Post the CRC vacancy publically to attract people with the right experience Ask the AG to approve LGAs that have regulatory and/or decision writing 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 Understanding the role of staff of the Tribunals and Staff related to Complaints	Training and experience: Have the CRC meet with Staff and/or the Complaints committee when onboarding to better understand PEOs organizational structure	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.

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COMPLAINTS REVIEW COUNCILLOR (CRC)

Approved by Committee: September 2020	Review Date:
Approved by Council:	Approved Budget: \$ (pending Council approval of 2021 budget)
Mandate [as approved by Council]:	<p>Complaints Review Councillor</p> <p><u>25. (1)</u> There shall be a Complaints Review Councillor who shall be appointed by Council and shall be,</p> <p style="padding-left: 40px;">(a) a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c); or</p> <p style="padding-left: 40px;">(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>Idem</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>Powers of Complaints Review Councillor</p> <p>Examination by Complaints Review Councillor</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>Review by Complaints Review Councillor</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>Application to Complaints Review Councillor</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>Notice of application</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>No inquiry into merits</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>

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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).

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	<p>Hearing not required</p> <p><u>(10)</u> 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).</p> <p>Duty to provide information</p> <p><u>(11)</u> 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,</p> <p>(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</p> <p>(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).</p> <p>Report</p> <p><u>(12)</u> 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).</p> <p>Report re examination</p> <p><u>(13)</u> 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).</p> <p>Report re review</p> <p><u>(14)</u> 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).</p> <p>Report to Minister</p> <p><u>(15)</u> 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).</p> <p>Recommendations</p> <p><u>(16)</u> 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).</p> <p>Consideration of report by Council</p> <p><u>(17)</u> 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).</p>
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	Consideration of report by Complaints Committee <u>(18)</u> 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).		
Terms of Reference [Key duties]:	Examination by Complaints Review Councillor <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). Review by Complaints Review Councillor <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).		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date
	Review Applications for Review.	100%	Ongoing
	Decision Writing.	100%	Ongoing
	Report Writing.	100%	Ongoing
	Annual Reports.	100%	Annualy
Performance metrics	<i>Quality and timeliness of notices and decisions.</i>		
Committee/ Task Force Members:	Yufei (Fiona) Wang, LL.B.		
Council Liaison	N/A		
Committee Advisor:	Salvatore Guerriero, P.Eng., LL.M., Manager, Tribunals		
Inter-Committee Collaboration:	N/A		
Stakeholders:	N/A		

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COMPLAINTS REVIEW COUNCILLOR (CRC)

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HR Plan for Complaints Committee

Committee: Complaints Committee	Date Developed: October 23, 2020
Committee Review Date: October 23, 2020	Date Council Approved: November 2020

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies Representation from each of the following areas of expertise / industry sector: industry, government, consulting, academia, high tech/IT	Good representation from all sectors except High tech/IT	High tech/IT	
Volunteer Development Plans <ul style="list-style-type: none"> List potential development opportunities 	Members advise Chair of their interest in advancing to the position of Vice-Chair or Chair. Members have the opportunity to be considered for volunteering on various COC sub-committees as required for special projects/initiatives.		
Committee Membership 18 members including the Chair, at least 3 LGAs/AG appointees, and one Councilor who is a P.Eng. All other members to be P.Eng.s	15 members (as at Jan 2021) including Chair, 0 LGA and 2 AG appointees, One Councilor who is a P.Eng	Additional AG appointee 2 P.Eng. members	Two current AG appointments on same renewal cycle may require replacement in 2-5 years
Broad Engagement <ul style="list-style-type: none"> Members to have minimum 10 years work experience. No more than 4 committee P.Eng. members to be non-practising or retired. 	<ul style="list-style-type: none"> Presently have one retired P.Eng. member All members have more than 10 years of work experience 		
At least three committee members to be structural engineers; good representation from the other disciplines.	Two committee members are structural; broad representation of other disciplines: elec, mech, civil, chemical	structural	

Majority of members to be at 'director' level or higher	Majority of members are or have been director level or higher		
Diversity: gender and ethnic diversity to be represented on the committee	Presently 3 female members. Four are required at committee size of 18.	The goal is to enhance diversity on the committee	
Broad range of representation in Ontario	All geographic areas represented – southern, central, eastern and northern Ontario		
COC has at least one foreign trained member	One foreign-trained member is presently serving on COC		
Succession Planning <ul style="list-style-type: none"> At least half of committee to have min 5 yrs experience on the committee, and at least one committee member to have less than 3 years on the committee. 	At least half of COC has a minimum of 5 years of experience on the committee. At present, three members have less than 3 years of experience on the committee.		
Continuous learning	Improved committee member on-boarding being explored. Initiatives identified include: <ul style="list-style-type: none"> New members to prepare first lead reviewer presentations under 'mentorship' New members to present first file review in video environment as learning opportunity Periodic (every 2 or 3 years) Committee Orientation Training which includes a review of PEO legislation; COC guiding principles and legal opinions New members encouraged to review files with assigned investigator 		
Term of Office	Term for Chair and Vice Chair is 2 or 3 yrs. Positions elected/confirmed annually. Attendance: Min 75% attendance and no more than 2 consecutive meetings to be missed without advising missed without advising Chair of acceptable reason.		

C-537-3.4d.
Appendix E(ii)

**COMPLAINTS COMMITTEE
WORK PLAN FOR 2021**

Approved by Committee Oct. 23, 2020		Review Date:
Approved by Council: [DATE]		Approved Budget:
Mandate [as approved by Council]:	<p>Duties of Complaints Committee</p> <p>24. (1) The Complaints Committee shall consider and investigate complaints made by members of the public or members of the Association regarding the conduct or actions of a member of the Association or holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence, but no action shall be taken by the Committee under subsection (2) unless,</p> <p>(a) a written complaint in a form that shall be provided by the Association has been filed with the Registrar and the member or holder whose conduct or actions are being investigated has been notified of the complaint and given at least two weeks in which to submit in writing to the Committee any explanations or representations the member or holder may wish to make concerning the matter; and</p> <p>(b) the Committee has examined or has made every reasonable effort to examine all records and other documents relating to the complaint. R.S.O. 1990, c. P.28, s. 24 (1); 2001, c. 9, Sched. B, s. 11 (30).</p> <p>Idem</p> <p>(2) The Committee in accordance with the information it receives may,</p> <p>(a) direct that the matter be referred, in whole or in part, to the Discipline Committee;</p> <p>(b) direct that the matter not be referred under clause (a); or</p> <p>(c) take such action as it considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. R.S.O. 1990, c. P.28, s. 24 (2).</p> <p>Decision and reasons</p> <p>(3) The Committee shall give its decision in writing to the Registrar for the purposes of subsection (4) and, where the decision is made under clause (2) (b), its reasons therefor. R.S.O. 1990, c. P.28, s. 24 (3).</p> <p>Notice</p> <p>(4) The Registrar shall mail to the complainant and to the person complained against a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4); 2006, c. 19, Sched. B, s. 14.</p> <p>Hearing</p> <p>(5) The Committee is not required to hold a hearing or to afford to any person an opportunity for a hearing or an opportunity to make oral submissions before making a decision or giving a direction under this section. R.S.O. 1990, c. P.28, s. 24 (5).</p>	
Equity and Diversity Awareness	<p>1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? <u>YES</u></p> <p>2. Is each task/activity being done in an equitable manner and engaging diverse groups? <u>YES</u></p> <p>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? <u>NO</u></p>	

C-537-3.4d.
Appendix E(ii)

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Review, consider, and issue a written decision for every complaint filed with the Registrar.	Dispose of complaints in accordance with Section 24(2) of the Act. Average number of complaints filed per year remains consistent at approximately 70.	Ongoing
	Review the <i>PEA</i> vis a vis the complaints process and identify and recommend Act changes in the public interest.	Identify potential Act changes with policy rationale and jurisdictional scans, as appropriate.	Ongoing
	Review committee membership against the Committee HR Plan, confirm the HR Plan, and undertake recruitment as required.	No more than two vacancies on COC at any time.	Ongoing
	Continually review committee processes to ensure adherence to best practices, including review of structure and format of completed complaint investigation files ready for committee review.	Processes continually refined and adapted, Complaints Process, Procedure Manual, and Committee Resources file continually updated.	Ongoing
	Provide feedback to Council and the Practice Standards Committee based on COC's observations wrt trends, and use of PEO Guidelines and Standards in industry.	Feedback provided as appropriate, to either Council or PSC.	Ongoing
Performance metrics	Attendance of all committee members monitored for adherence to standard referenced in HR Plan Attendance of lead reviewers monitored (lead reviewers are committee members who have been assigned particular files to present at an upcoming meeting, and whose absence at the meeting would impact on the timely disposition of a file).		
Inter-committee collaboration:	Invite annual meeting to be held with Chair and Vice-Chair of DIC and Regulatory Compliance senior staff. Invite annual meeting to be held with Complaints Review Councillor and Regulatory Compliance senior staff. Communication through council wrt CRC reports and recommendations. Presentations to Council and other committees wrt complaints process as required/invited.		
Stakeholders:	Complainants (public and PEO licence holders), complained-against engineers and C of A holders.		

HUMAN RESOURCES PLAN - 2021

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Committee: Consulting Engineer Designation Committee (CEDC)	
Committee Review Date: August 2020	

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge <i>[See Appendix A]</i>	Key objectives & core competencies are listed in Appendix A	No gap	No gap
Committee Membership	10 Members +1 CEO Representative Visitor + 1 Past Chair Visitor	2 Members (based on what FG said on Feb meeting)	No gap
Broad Engagement Career Stage	At least 15 years of Canadian experience as CED.	No gap	No gap
Disciplines	Need as broad a coverage as possible (there are potentially 30 disciplines, but only about 9 Members)	Most disciplines now represented, but possibility may arise that CEDC will require additional reps. from emerging engineering disciplines.	Minimum one member from emerging engineering disciplines. Search continues.
Experience Level	All E level or greater	No gap	No gap
Gender / Diversity	All committee members are male.	All males	At least 1 female member. Search is ongoing.
Geographic Representation	Western, Toronto, Eastern, Southern, Northern (5 Regional Subcommittees)	No gap in CEDC.	No gap.
Licensed -vs- Non-licensed	All P. Engs, Majority CEDs	No gap	No gap

HUMAN RESOURCES PLAN - 2021**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

Volunteer Development Plans List Potential development opportunities	<ul style="list-style-type: none"> • Advancement to Chair/Vice Chair • Lateral moves to other committee/task force • Election to Council • Appointment to external agencies or boards • Equity and diversity training 	Several members are active in other PEO committees and on external agencies.	Members are encouraged to participate and provide outreach to external agencies and associations.
Volunteer Training	New members are trained for necessary skills to perform their duties.		
Succession Planning Time on Committee	<ul style="list-style-type: none"> • At least 2 members with 0 to 5 years on committee • At least 2 members with 5 or more years on committee • Past Chair visitor 	<ul style="list-style-type: none"> • 0 to 5 years = 8 • 5 to 10 years = 0 • Past Chair visitor 	
Terms of Office <ul style="list-style-type: none"> • Chair/Vice Chair • Committee members 	<ul style="list-style-type: none"> • Chair: Maximum of 3 cumulative years, subject to annual renewal. • Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. • Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 10 years. 		

HUMAN RESOURCES PLAN - 2021

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

HR Plan APPENDIX A

A. Key objectives and core competencies (as per the Work Plan)

<u>List top 3-5 Committee Work Plan Outcomes:</u>	<u>List core competencies for each Work Plan outcome:</u>
1. Review and recommend to Council 4 times each year that Council approve selected applications for Designation, Re-designation and Permission to Use the title "Consulting Engineers"	<ul style="list-style-type: none"> - Possess a good knowledge of the role of the Consulting Engineering practice as defined by the PE Act and Regulation 941 - Be knowledgeable of the nature of the practice of consulting engineering - Be knowledgeable of PEO and Committee structure - Secure expertise from new members in areas of emerging engineering disciplines as needed
2. Measure success in increased recognition of CED by governments, client groups and the public and through increased number of new engineers entering the profession	<ul style="list-style-type: none"> - Be familiar with the issues affecting consulting engineers in the marketplace. - Conduct research, collect and interpret data, summarize results and initiate recommendations where indicated
3. Introduce appropriate means to measure success in the 3 areas specified in the Work Plan, i.e.: Measure A: Number of CEDs expressed as a percentage of the number of P.Engs. on C of As. Measure B: Number of proven discipline and complaints cases per CED expressed as a percentage of the number of proven discipline and complaints cases per all P.Engs.	<ul style="list-style-type: none"> - Provide training resources and advise on methodologies to enable fulfillment of this Work Plan outcome.
4. Maintain the Interpretive Guideline to ensure it remains current and relevant	<ul style="list-style-type: none"> - Possess a good knowledge of the role of the Consulting Engineering practice as defined by the PE Act and Regulation 941 - Be knowledgeable of the nature of a consulting engineering practice.

C-537.3.4d. Appendix F(ii)

Work Plan - 2021
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Approved by Committee: August 2020		Review Date: August 2021	
Approved by Council:		Approved Budget: -	
Mandate [as approved by Council]:	To make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941. The legislated mandate is as follows: 56. (1) The Council shall designate as a consulting engineer every applicant for the designation who, (a) is a Member; (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; (c) has, since becoming a Member, had five or more years of professional engineering experience that is satisfactory to the Council; (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. (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). 57. (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). (2) The Council shall redesignate as a consulting engineer every applicant who, (a) is a Member; (b) is currently engaged in the independent practice of professional engineering in Canada; and (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. 58. The Registrar, upon the granting or refusing of an application for a designation or redesignation shall mail forthwith to the applicant a notice stating, (a) that the applicant has or has not been granted a designation or redesignation as a consulting engineer, as the case may be; and (b) in the case of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 58. 59. 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>60. For the purpose of this Regulation, a Member shall be deemed to be in the independent practice of professional engineering if the Member,</p> <ul style="list-style-type: none"> (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. <p>61. (1) The Consulting Engineer Designation Committee is continued. R.R.O. 1990, Reg. 941, s. 61 (1).</p> <p>(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,</p> <ul style="list-style-type: none"> (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). <p>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).</p> <p>(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).</p> <p>(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).</p> <p>(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).</p> <p>(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).</p> <p>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.</p> <p>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).</p>
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	<p>(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).</p> <p>(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 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>65. 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>(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>(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>66. 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>(a) the date of receipt of notice of the refusal of the Council; or</p> <p>(b) in the case of a reconsideration by the 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>67. 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>Terms of Reference [Key duties]:</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>Type of Committee:</p> <ol style="list-style-type: none"> 1. Policy committee on regulatory matters. 2. Operational committee on regulatory matters (legislated). <p>Key Duties and Responsibilities:</p> <ol style="list-style-type: none"> 1. Make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941 (particularly s. 56, 57 and 58). 2. May make recommendations to the Council in respect of all matters relating to applications for designation as a consulting engineer including, without limitation, <ol style="list-style-type: none"> (a) the standards to be applied;

	<p>(b) procedures for and the form and content of examinations;</p> <p>(c) the qualifications of applicants;</p> <p>(d) the exemption of applicants from examinations; and</p> <p>(e) the length of time engaged in independent practice required (s. 61).</p> <ol style="list-style-type: none"> 3. Peer review of applicants by subcommittee with overview by Committee consensus. 4. Reference report on applicant's performance by referees, including a designated Consulting Engineer. 5. When required, a special examination of the candidate by comprehensive interview and candidate follow-up response. 6. Provide Council information on the role of CEDC and newly implemented voluntary PEAK program. <p>Success Measurements of Key Duties and Responsibilities:</p> <ol style="list-style-type: none"> 1. Increased recognition of CED by governments, client groups and the public. 2. Interpretative guideline is current and relevant. 3. Re-structure committee to meet demand for recognition of emerging engineering disciplines. <p>The Chair shall submit an annual report, not later than January 15th of each year to the CEO/Registrar of the activities of the Committee.</p> <p>By September 30th 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>
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. <i>Was the E& D module reviewed in order to have tasks and activities align with the E&D Policies?</i> YES. 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES. 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO.

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	<p>Consulting Engineer Designation Applications:</p> <p>Under Section 61(2) of Regulation 941 under the <i>Professional Engineers Act</i>, 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 may recommend that Council approve the following typical motions:</p> <ul style="list-style-type: none"> • Exemption from examinations and the applications for designation as Consulting Engineer. • Applications for re-designation as Consulting Engineer. • Permission to use the title "Consulting Engineers" to specific firms. 	<p>Outcomes: <u>Legal Implications/Authority</u></p> <ol style="list-style-type: none"> 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. 2. Pursuant to Section 56(1) Council shall designate as a Consulting Engineer every applicant for the Designation who meet 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. 3. 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. 4. Pursuant to section 67, Council has the authority to approve a firm's use of the title "consulting engineers" approved 	<p>CEDC reports regularly (four times each year) regarding mandate to Council as per Regulation.</p>

		<p>by Council provided the applicant meets the requirements set out in section 67.</p> <p>Success measures: General: Increased recognition of CED by governments, client groups and the public through increased liaison with PEO's Government Liaison Committee (GLC) and Consulting Engineers of Ontario.</p> <p>See Appendix A for annual statistics.</p>	
	Maintain the Interpretive Guideline	Interpretative Guideline is current and relevant. Last updated on October 2014.	As needed.
Inter-committee collaboration:	Will be established when necessary.		
Stakeholders:	Consulting Engineers Ontario (CEO)	CEO to be represented with an appointed member.	

Appendix A: Annual Statistics

Year	Total Number of CEDs	CEDs as a % of the number of P.Engs. listed in section F on the applications for CofAs.	CEDs as a % of the TOTAL number of P.Engs.
2013	-	8.4	1.5
2014	1138	8.6	1.7
2015	1087	7.0	1.4
2016	1059	6.7	1.3
2017	1013	6.1	1.2
2018	988	6.1	1.2
2019	975	5.9	1.1
2020	966	5.7	1.1

DISCIPLINE COMMITTEE (DIC)

2021 HUMAN RESOURCES PLAN

Committee: Discipline Committee		Date Developed: September 2020	
Committee Review Date: September 2020		Date Council Approved:	
Categories	Currently in Place	Required in 12 Months (<i>Identified "Gap" for each Core Competency</i>)	Required in 2 to 5 Years
Core Competencies	See Appendix A	See Appendix A	
Committee Membership	33 members	Maintain a roster of 30 active members appointed under sections 27(1)1, 2, 3 and 4.	Same as column to the left
Broad Engagement	<p>Elected Councillor: 1 s.27(1)1 of PEA</p> <p>LGA (P.Eng.) Councillor: 1 s.27(1)2i of PEA</p> <p>AG (P.Eng.) Members: 3 s.27(1)2ii of PEA</p> <p>LGA (Lay) Councillor: 1 s.27(1)3i of PEA</p> <p>Attorney General (AG) appointee (LL.B.): 6 s.27(1)3ii of PEA</p> <p>General Member: 21 s.27(1)4 of PEA</p>	<p>Improve diversity by having more female members appointed under ss.27(1), 27(2)i and 27(2)ii of the PEA to serve on the committee.</p> <p>Increase the number of practising engineers.</p>	Same as column to the left
Volunteer Development Plans	<p><u>All Members</u></p> <p>Participate in panel hearings as determined by the Chair.</p> <p>Conduct pre-hearing conferences as Presiding Member.</p> <p>Participate in in-house and external training and professional development opportunities.</p> <p>Contribute to the Committee's achievement of its objectives.</p> <p><u>New Members:</u></p> <p>1. Attend a DIC meeting and a basic training session.</p>	<p><u>All Members</u></p> <p>Complete additional and ongoing training in adjudication.</p> <p>Complete Performance Evaluations of panel members to measure adequacy and effectiveness of training.</p> <p><u>New Members and New Decision Writers:</u></p> <p>Attend DIC meetings.</p> <p>Participate in two-day in house training.</p> <p>Observe one or more full hearings.</p>	Same as column to the left.

DISCIPLINE COMMITTEE (DIC)

2021 HUMAN RESOURCES PLAN

	<p>2. Participate as a panel member at an uncontested hearing.</p> <p><u>New Decision Writers:</u></p> <p>3. Act as a panel decision writer. (Prerequisites: 1 and 2 above)</p> <p><u>Experienced Members:</u></p> <p>4. Participate as a panel member at contested hearings. (Prerequisites: 1 to 3 above)</p> <p>5. Participate on a subcommittee (Prerequisites: 1 to 4 above)</p> <p>6. Attend bi-annual refresher training.</p> <p>7. Present training material at a DIC meeting.</p> <p><u>New Panel Chairs:</u></p> <p>8. Attend panel chair training (Prerequisites: 1, 2 and 4)</p> <p>9. Serve as Panel Chair within 12 months after receiving the training. (Prerequisites: 1, 2, 4 and 8)</p> <p><u>New Pre-Hearing Presiding Members:</u></p> <p>10. Observe a pre-hearing conference before presiding over one. (Prerequisites: 1, 2 and 4)</p>	<p>Participate as a panel member in an uncontested hearing.</p> <p><u>New Panel Chairs and existing Panel Chairs:</u></p> <p>Obtain SOAR Certificate in Adjudication.</p> <p>Serve as Panel Chair within 12 months of SOAR Certification.</p> <p><u>New Pre-Hearing Presiding Members:</u></p> <p>Observe a pre-hearing conference before presiding over one.</p>	
Continuous learning	Committee members are required to participate in two-day in-house training sessions every year. External training is also provided. A lessons learned session is conducted during every meeting of the Committee.		
Term of Office	<p>Chair = 2 years Vice Chair = 2 years Members = no limit</p> <p>Given the DIC's legislated mandate, and its reliance on the experience and expertise of its members in carrying out its mandate, Council imposes no term limit on DIC membership.</p> <p>The Chair and Vice-Chair are elected for a two-year term at the November DIC meeting. To ensure continuity, it is desirable that the Vice-Chair move to the Chair's position once the Chair's term of service ends. Once the Chair and/or Vice-Chair have served their two year term for their respective positions, they are not eligible for re-election to those positions but they may continue to serve as DIC members.</p>		

DISCIPLINE COMMITTEE (DIC)

2021 HUMAN RESOURCES PLAN

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 impartially and expeditiously and issue legally correct decisions. (Panel Members)	<ul style="list-style-type: none"> a. Knowledge of the applicable sections of the <i>Professional Engineers Act</i> and its Regulations, the <i>Statutory Powers Procedure Act</i>, the DIC Rules of Procedure and the DIC Handbook: <ul style="list-style-type: none"> i. Panel Chair – Expert Knowledge ii. Experienced Members – Comprehensive Knowledge iii. New Members – Comprehensive Knowledge b. Ability to contribute to the panel's deliberations by understanding the legal arguments presented, weighing evidence properly, finding facts, and making legally correct decisions that are fair and reasonable and that apply the law to the facts and evidence. (all panel members). c. Be impartial, committed and professional. Judicial Temperament. (all panel members). d. Ability to write Decisions and Reasons (Decision Writers). e. Ability to conduct a hearing, including involving the ILC where appropriate (Panel Chair). f. Have the time required to sit on panels (all panel members). g. Familiarity with the DIC's jurisprudence, court decisions on the DIC's decisions (judicial reviews and appeals) and administrative law developments. (Panel Chair and experienced members).
Set hearings (Chair, DIC)	<ul style="list-style-type: none"> a. Ability to obtain mutually available dates from the parties, appoint a panel and issue the Notice of Hearing within the prescribed statutory time. b. Experience conducting a pre-hearing conference.
Develop Committee Members (Chair, Vice-Chair, DIC)	<ul style="list-style-type: none"> a. Identify training requirements and resources. b. Organize training sessions. c. Conduct training sessions.

DISCIPLINE COMMITTEE (DIC)

2021 HUMAN RESOURCES PLAN

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Develop Committee's Policies and Procedures (Chair, Vice-Chair)	a. Ensure adequate and appropriate policies are in place for the Committee's work. b. Update the Committee's Rules and Handbook by clarifying and simplifying both.

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> [i.e.: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Improved Adjudication Skills	<p>All DIC members need ongoing annual training because there are not enough hearings per year to give all members hearing experience annually. Areas to be covered include: understanding allegations and issues, jurisdiction, statutory duties and powers, how to deal with evidence, fact finding, assessing costs etc.)</p> <p>Also, the Panel Chairs need additional training on how to run hearings, particularly, hearings with self-represented members which are generally more challenging to manage.</p>	<p>Ongoing annual in-house training and external training as appropriate that focuses on adjudication.</p> <p>Require members to observe hearings.</p> <p>Specialized adjudication training for Chairs. Also, debrief sessions with ILC after each hearing has concluded, so that ILC can discuss with the Panel Chair and the panel members aspects of the hearing process and how to improve the conduct of the hearing going forward.</p>	<p>A budget that allows for significant training and use of ILC as a training resource when needed.</p> <p>Annual two-day in-house training at a minimum.</p>	Immediately and ongoing.

3. Comments

The process and rules for the approval of training cost requests is not clear. Nor is the current training budget for the DIC clear as certain training requests were denied in 2020. More transparency on the training budget would be helpful and appreciated.

DISCIPLINE COMMITTEE (DIC)

2021 WORK PLAN

	<p>4. Hold two general meetings of the committee, including mandatory two-day training when number of required attendees warrants. Approve other training options for members.</p> <p>Consider the multi-cultural calendar when scheduling meeting, and accommodate members' needs (physical, auditory, food allergies, etc.).</p>	1 to 2 meetings per year; 1 to 2 full committee training sessions per year; other training on a case-by-case basis	<p>Usually in May/June and November annually.</p> <p>In 2020, due to Covid-19, September, October and November.</p>
	5. Update and revise Committee Rules of Procedure, Committee Handbook, and practices.	Complete review and update.	October 2021
Performance metrics	Committee Members serving on panels provide an evaluation after the conclusion of the hearing that addresses the panel's performance, working relationship and effectiveness. The Chair uses this information as the basis for coaching and training members, and assigning future panels.		
Inter-committee collaboration	<p>The only inter-committee collaboration of the DIC is joint adjudication training with the Registration Committee, which is also an independent administrative tribunal, for cost sharing purposes.</p> <p>The legislated mandate of the DIC requires that its operation is independent of the Association.</p>		
Stakeholders	The DIC regularly engages external independent legal counsel for advice on policies, procedural issues and the compliance of its processes and decisions with applicable legislation, and administrative law and best practices. The DIC also consults similar committees and tribunals of other self-regulated professions within Ontario and Canada on best practices. Stakeholders include the people and the government of Ontario, the PEO and its members, the parties that appear before the DIC, and the DIC members.		

HUMAN RESOURCES PLAN - 2021 ENFORCEMENT COMMITTEE (ENF)

Committee: Enforcement Committee	Date Developed: September 2020
Committee Review Date: September 17, 2020	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ul style="list-style-type: none"> • <i>Key objectives & core competencies are listed in Appendix A</i> 	<ul style="list-style-type: none"> - Industry experience - Legal understanding - Understanding of public protection and role of a regulator - Experience with standards bodies 	[ST] - Visioning/Strategic Thinking
Committee Membership	<ul style="list-style-type: none"> • 10 	9	1 vacancy
Broad Engagement Career Stage	<ul style="list-style-type: none"> • <i>A minimum of 5 practising engineers</i> • <i>A blend of early/mid/late career stages</i> 	<ul style="list-style-type: none"> - 6 members declared as practicing (PEAK) - 1 members are retired; 4 in late career (average 18yr Licensed) 	None
Disciplines	<ul style="list-style-type: none"> • <i>A cross-section of emerging disciplines</i> 	Biomedical [1], Electrical [2], Computer/Software [2], CIE [1], Mechanical [2], Chemical [1]	[ST] - Civil/Structural
Experience Level	<ul style="list-style-type: none"> • <i>A mix of Class A – F</i> 	A-F (median D)	None
Gender / Diversity	<ul style="list-style-type: none"> • <i>At least 30% women</i> • <i>Diversity in all areas</i> 	3 female members; average age is 51. Good mix of ethnicity.	None
Geographic Representation	<ul style="list-style-type: none"> • <i>Cross-section of industry types with regional balance to where engineers work</i> 	Western [2], West Central [3], East Central [3], Eastern [1]	Northern [LT] Chapter Diversity [LT]
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> • <i>50 / 50 split of CEAB and internationally trained graduates</i> 	55% CEAB / 44% foreign trained	Non-CEAB members
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> • <i>All licence holders</i> • <i>1 member is a lawyer</i> 	<ul style="list-style-type: none"> - All members licensed - 1 members is a lawyer 	None

HUMAN RESOURCES PLAN - 2021 ENFORCEMENT COMMITTEE (ENF)

Volunteer Development Plans <ul style="list-style-type: none"> List potential development opportunities 	<ul style="list-style-type: none"> <i>To learn legal enforcement process</i> 	None at present. Most members have served on other PEO committees.	<ul style="list-style-type: none"> - Have members attend enforcement case hearing in superior court [ST] - Could provide good background for Complaints, Discipline and Registration committees [LT]
Succession Planning <ul style="list-style-type: none"> Time on Committee 	<ul style="list-style-type: none"> <i>3-5 year term for members (maximum of 10 yrs on ENF)</i> <i>2 year term for Chair and Vice Chair</i> 	<ul style="list-style-type: none"> - average 3 yrs on ENF - 2 yr terms for Chair and Vice Chair 	N/A
2021 Succession Plan	<ul style="list-style-type: none"> <i>Average 5 yrs on ENF</i> <i>Chair and Vice Chair are continued</i> <i>Retire 1 member</i> 	<ul style="list-style-type: none"> - average 3 yrs on ENF (if vacancies not filled) - 9 members to year end 	<ul style="list-style-type: none"> - 1 new member
Terms of Office: <ul style="list-style-type: none"> Chair/Vice Chair Committee members 	<ul style="list-style-type: none"> Committee members have a 1-year term with a request for re-appointment up to 10 years. Ideally the Chair would serve for 2 years; the Vice Chair 2 years, and the Vice Chair would transition into the role of Chair. Chair and Vice Chair have a 1-year term of office with a possible re-election for up to three consecutive terms. 		

WORK PLAN - 2021 ENFORCEMENT COMMITTEE

Approved by Committee: September 17, 2020		Review Date: September 2021	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	Mandate is to advise Council on matters relating to the enforcement of the provisions of the Professional Engineers Act dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.		
Terms of Reference [Key duties]:	1. To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity. 2. To act as an advisory body to the Registrar, Council and PEO committee and task forces on policy matters relating to enforcement.		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Outreach with Social Media Subcommittee: Develop strategies and content to deliver enforcement awareness and otherwise leverage social media to engage existing and new stakeholders.	Establish an outlet for enforcement messaging on multiple social media venues. Note: This has evolved from initial enforcement outreach to students, EITs and Chapters.	Ongoing
	Subcommittee 2018-A (Practice Examples): Improve understanding of the definition of professional engineering by developing explanatory materials and examples.	Identify and develop 3-5 representative examples of engineering practice that includes traditional & emergent activities. ENF to provide examples to PEO Communications to assist with formatting and deployment to the PEO website. Structural example Software example Environmental example Propose other examples	Mid-2020 Completed Q4 2020 Q4 2020 Q1 2021
	Subcommittee 2018-B (Regulatory Gaps): Review the Professional Engineers Act and Regulations for gaps and weaknesses that impact PEO's ability to enforce against unlicensed persons or organizations.	Prepare a report to Council on findings and recommendations for potential amendments	Fall 2020
	Subcommittee 2020-A (Emerging Technologies): Identify PEO's regulatory responsibility with respect to emerging technologies and suggest specific enforcement activities.	Prepare a report to Council on findings and recommendations for enforcement policy	Fall 2021

WORK PLAN - 2021 ENFORCEMENT COMMITTEE

	Subcommittee 2020-B (Entrepreneurship): Identify PEO's regulatory responsibility with respect to unlicensed persons working for technology start-up companies and suggest specific enforcement activities.	Prepare a report to Council on findings and recommendations for enforcement policy	Fall 2021
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Inter-committee collaboration:	Professional Standards Committee; Licensing Committee
Stakeholders:	Ministry of the Attorney General of Ontario

Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES 2. Is each task/activity being done in an equitable manner and engaging diverse groups? YES 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO
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September 17, 2020

WORK PLAN 2021 (DRAFT) EQUITY AND DIVERSITY COMMITTEE (EDC)

Approved by Committee: October 2020		Review Date: September 2021	
Approved by Council: [DATE]		Approved Budget: TBD	
Mandate [as approved by Council]:	Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.		
Terms of Reference [Key duties]:	<div>1. Develop an Equity and Diversity policy.</div> <div>2. Recommend mechanisms to ensure:<div>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.</div><div>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.</div><div>c) there is equity and diversity training for committee members, PEO staff, Councillors, Chapter executives and other volunteers.</div></div> <div>3. Recommend mechanisms to monitor compliance and effectiveness of the PEO's Equity and Diversity policy</div> <div>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.</div> <div>5. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</div> <div>6. Provide a forum for the diverse groups to raise concerns</div> <div>7. Encourage members of the diverse groups to consider engineering as a career profession.</div> <div>8. Prepare an annual report on PEO's Equity and Diversity Initiatives.</div>		
Equity and Diversity Awareness	<div>1. Was the E&D module reviewed in order to have tasks and activities align with the E&D Policies? YES</div> <div>2. Is each task/activity being done in an equitable manner and engaging diverse groups? YES</div> <div>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO</div>		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes and Success measures:	Due date:
	1. Review and update EDC Terms of Reference for the PEO Council approval, based on the new Governance Work Plan.	Submission to PEO Council	February 2021
	2. Prepare an EDI PEO member survey.	Survey ready to be conducted in second half of 2021	June 2021
	3. Review Terms of Reference of all PEO Committees and Task Forces in order to identify where the EDC may like to propose collection of data related to EDI issues. This review will take place after the completion of GIS' Phase 2.	Development of criteria to measure success of various initiatives	October 2021

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	4. Develop EDC HR Plan.	Submission to PEO Council	October 2021
	5. Work with the Governance Work Plan as prepared by Governance Solutions Inc. (GIS). a. Identify Phases which are dealing with issues related to equity, diversity and inclusion (EDI). b. Work with the PEO Registrar/ Staff and the Council to identify critical areas for the EDC involvement.	Development of criteria to measure success of various initiatives	Ongoing
	6. Work with EXE (Executive Committee) on the role of EDC in implementation of the Succession Planning Task Force Recommendations.	Development of benchmarks to assess the success of the implementation	Ongoing
	7. Work with 30 by 30 Task Force to determine which data are missing in order to measure success of this initiative through EDI lenses.	Development of criteria to measure success of various initiatives	Ongoing
	8. Work on “scanning” various PEO publications, communications, website, etc. with EDI lenses.	Provide feedback to PEO CEO/Registrar and/or Staff and Council	Ongoing
Inter-committee collaboration:	<ul style="list-style-type: none"> - All PEO committees and task forces offering help as requested or in relation with E&D training - Chapters and Regional Councillors Committee (RCC) – promoting awareness of E&D, and training of Chapter volunteers 		

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Appendix J(i)

2021 HUMAN RESOURCES PLAN

Experience Requirements Committee (ERC)

Committee: Experience Requirements Committee	Date Developed: September 16, 2020
Committee Review Date: [DATE]	Date Council Approved:

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ol style="list-style-type: none"> 1. Practical experience in an engineering discipline. 2. Knowledge of the requirements of licensure with respect to experience (as expressed in the 5 criteria for licensure). 3. Experienced in the different types of interviews that the ERC conducts and the required outcomes of the interviews. 4. Knowledge in the various academic requirements for their discipline and familiarity with the syllabus. 	All in place in existing active members. Less active members may need additional training.	Ongoing training to existing members.
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	<ul style="list-style-type: none"> • Ongoing training as required by committee members <ul style="list-style-type: none"> • Training on interview techniques/ best practices • Training on bias detection and elimination 	Ongoing training as required by committee members	Look into training courses related to interviewing techniques.
Committee Membership	<ul style="list-style-type: none"> • Approximately 160 active participating members with expertise in a wide range of disciplines. • New committee members are recruited by staff according to needs and are vetted by the committee chair. 	Approximately 160 members who participate in interviews as required	Need individuals in all disciplines (currently, there is a need for individuals in petroleum engineering, engineering physics, biomedical engineering, chemical engineering, mining, Nano technologies, CIE).

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2021 HUMAN RESOURCES PLAN

Broad Engagement Career Stage	Mid / late / retired	Mid / late / retired	Need more in mid-career stage with practical work experience.
Disciplines	<ul style="list-style-type: none"> varied 	varied	Need individuals in all disciplines (currently, there is a need for petroleum engineering, engineering physics, biomedical engineering, chemical engineering, mining, CIE, Nano technologies)
Experience Level	practical engineering experience >10 years	practical engineering experience >10 years	Need more disciplines represented
Gender / Diversity	Representative of industry	Below industry levels with respect to gender	Recruit more women
Geographic Representation	<i>Ontario</i>		
Licensed –vs– Non-licensed	Licensed	Licensed	
CEAB Grads / Non-CEAB Grads	Majority of members are Non-CEAB Grads		
Succession Planning <ul style="list-style-type: none"> List the members 	As required <ul style="list-style-type: none"> To ensure that there is adequate pool of panel members to conduct interviews whose expertise matches the work experience of applicants and To identify members with leadership qualities and interest in ERC activities to invite them to join the ERC Sub-Committee 		
Continuous learning	<ul style="list-style-type: none"> Ongoing training as required by committee members Training on interview techniques/ best practices Look into training courses related to interviewing techniques. Training on Competency Based Experience Assessment Interviews Training on Conflict of Interest and Eliminating Bias Policies 		
Term of Office <ul style="list-style-type: none"> Chair Committee members 	<ul style="list-style-type: none"> Chair – elected for one year with a maximum of 3 years in the position Vice Chair – elected for one year with a maximum of 3 years in the position 		

WORK PLAN - 2021

Experience Requirements Committee (ERC)

Approved by Committee: <i>[DATE]</i>		Review Date: <i>September 16, 2020</i>
Approved by Council: <i>[DATE]</i>		Approved Budget: <i>[AMOUNT] [DATE]</i>
Mandate [as approved by Council]	<p>1) The Experience Requirements Committee (ERC) is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum. R.R.O. 1990, Reg. 941, s. 41 (1).</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Experience Requirements Committee pursuant to the Act, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the experience qualifications of the applicant; and (b) determine whether the applicant meets the experience requirements prescribed by this Regulation and so advise the Registrar. R.R.O. 1990, Reg. 941, s. 41 (2). (c) if the Committee determines that the applicant does not meet the experience requirements, specify the experience requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14(6) of the Act R.R.O. 1990 Reg. 941 s. 41(2); O.Reg 71/15, s. 13. <p>(2.1) If the Experience Requirements Committee is requested to assess, for the purposes of section 51.1, an applicant for the reinstatement of a licence or limited licence, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering; and (b) determine whether the applicant's knowledge and understanding is sufficient to warrant the reinstatement of his or her licence or limited licence and so advise the Registrar. O. Reg. 143/08, s. 6. <p>(3) For the purpose of carrying out its duties, the Experience Requirements Committee may, in the discretion of the Committee and on its own initiative, interview the applicant. R.R.O. 1990, Reg. 941, s. 41 (3).</p> <p>(4) The Committee shall interview the applicant if there is a question raised with respect to the ability of the applicant to communicate adequately in the English language. R.R.O. 1990, Reg. 941, s. 41 (4).</p>	
Terms of Reference [Key duties]	<p>To assess the experience of applicants through file review and by personal interview as may be required :</p> <ul style="list-style-type: none"> (a) To determine if experience requirements under the Regulations has been met; (b) To recommend to the Academic Requirements Committee (ARC) how experience can be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; (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 as per ERC guidelines. <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council).</p>	
Equity and Diversity	<p>The Equity and Diversity Module was made available to the ERC members for training and resource purposes. All new ERC members are required to complete the module before</p>	

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WORK PLAN - 2021

Experience Requirements Committee (ERC)

Awareness	having their membership approved by council. The majority of the committee members are themselves foreign educated professional engineers who were themselves interviewed prior to licensure.		
Tasks, Outcomes and Success Measures	Task/Activities	Outcomes Success measures	Due date
	Timely and appropriate advice to the Registrar or Deputy Registrar and to applicants with respect to the appropriateness of the experience.	Monthly approval of ERC interview recommendations	Ongoing
	Timely and appropriate advice to the ARC with respect to recommendations on exam programs and academic qualifications of applicants.	Monthly recommendations for ARC consideration	Ongoing
	Modifications and improvements to ERC Operating Policies and Procedures Manual for the purpose of documenting the current ERC interview processes.	Approved manual to be used as a resource by current ERC members and as a training tool for new members	Ongoing
	Implementation of Consultant's recommendations for the interview process.	Development of procedures enhancements and subsequent training of ERC members	Ongoing
	Implementation of competency-based interviews.	Development of process, semi structured questions, reporting forms.	Ongoing
	Members should engage in training as required to ensure they are up-to-date in types of interviews, ERC policies and procedures, etc.	Training is provided to current and new ERC members. Periodic training is conducted on an annual basis.	Ongoing
	Provide timely input to the Licensing Committee (LIC), Academic Requirements Committee and other committees as requested	Recommendations to various committees with respect to experience assessments and requirements for licensure.	Ongoing

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WORK PLAN - 2021

Experience Requirements Committee (ERC)

	<p>Persons with disabilities and food allergies are appropriately accommodated.</p> <p>Special religious and multi-cultural requirements are accommodated.</p>	<p>Individual preferences for food are accommodated</p> <p>Scheduling of interviews provides flexibility to applicants and ERC members in consideration of these special requirements.</p>	Ongoing
Performance metrics	<p><i>Indicate performance outcomes and metrics to evaluate the performance of committee members, Chair and Vice Chair.</i></p> <p>David Kiguel, P.Eng. - Chair, re-elected for 2020. Changiz Sadr, P.Eng. – Vice Chair, re-elected for 2020</p> <p>There are approximately 160 members. Council confirms existing membership, approves new members and takes note of members who resign. According to the Council approved ERC Terms of Reference, there is no term limit imposed on the general membership of this committee</p> <p>The ERC has a Sub-Committee (ERCSC) composed by the ERC Chair, the ERC Vice-Chair, the ERC Immediate Past-Chair and up-to seven (7) elected ERC Members-at-large, representing a diversity of gender and disciplines. The purpose and responsibility of the ERCSC is to (a) assist and advise the ERC in completing its work; and (b) carry out and report on specific tasks assigned by the ERC.</p>		
Inter-committee collaboration	<p>The ERC will provide recommendations to the ARC with respect to applicants' exam programs and academic qualifications.</p> <p>The ERC will provide recommendations to the Legislation Committee, the Licensing Committee and other PEO committees as requested.</p> <p>The ERC members may be requested to provide evidence in Registration Hearings.</p>		
Stakeholders:	ARC, LIC, REC		

HUMAN RESOURCES PLAN - 2021

GOVERNMENT LIAISON COMMITTEE (GLC)

Committee: Government Liaison Committee (GLC)	Date Developed: September 2020
Committee Review Date: September, 2020	Date Council Approved:

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> Skills Abilities Expertise Knowledge 	Key objectives and core competencies are listed in Appendix A	<ul style="list-style-type: none"> See Appendix A 	No gap
Committee Membership	11 Members, each a representative according to the GLC Terms of Reference	<ul style="list-style-type: none"> See Appendix B 	Dependent upon renewal of committee membership New RCC rep. Apr. 2021
Broad Engagement			
<ul style="list-style-type: none"> Career Stage 	At least 1 from every career stage	At least 1 from every career stage	No gap
<ul style="list-style-type: none"> Diversities of Sources 	At least 1 representative from key stakeholders for information and cooperation related to Provincial Government interaction	<ul style="list-style-type: none"> See Appendix B 	1 gap as OSPE has chosen not to appoint a rep. Will work to rectify.
<ul style="list-style-type: none"> Experience Level 	A minimum of 1 member in C-Level, 2 in A-Level	A Level or greater	No gap
<ul style="list-style-type: none"> Gender Diversity 	To achieve gender balance consistent with PEO's goals. Currently 3 females, 7 males	No gap	Maintain at least 30% female members – request when new appointments needed
<ul style="list-style-type: none"> Geographic Representation 	Full geographic representation	5 regions represented	No Gap
<ul style="list-style-type: none"> CEAB Graduates – vs– IEG 	N/A	N/A	N/A
<ul style="list-style-type: none"> Licensed –vs– Non-licensed 	2 non-licensed members (1 EIT, 1 student member)		
Volunteer Development Plans	See Appendix C	See Appendix C	See Appendix C
Succession Planning <ul style="list-style-type: none"> List the members 	Length of term will be two years for each	<ul style="list-style-type: none"> In 2021 replace "P.Eng. active chapter member" 	

HUMAN RESOURCES PLAN - 2021

GOVERNMENT LIAISON COMMITTEE (GLC)

<ul style="list-style-type: none"> Term of office for committee members 	<p>member. Members may be reappointed for an additional two terms, to a maximum of six years.</p> <p>When a member's term expires, or a member resigns, Council (or the recommending party) will be asked to appoint a replacement(s)</p>	<ul style="list-style-type: none"> In 2020 replace OSPE rep. In 2021 replace RCC representative 	
<p>Term of Office</p> <ul style="list-style-type: none"> Chair Vice Chair 	<ul style="list-style-type: none"> Chair is elected on an annual basis by the committee to a maximum of term of chair of 3 consecutive years. Vice Chair is elected on an annual basis by the committee. 	<p>Current Chair first elected in 2018 New Chair required in 2021 as current Chair's term is over</p> <p>New Vice Chair first elected in 2019</p>	

Committee Roster (Sept 2020)

Name	Position (as defined in Terms of Reference)	Appointed	Term
Warren Turnbull, FEC. P.Eng.	RCC representative (Chair 2018)	2016	5 years
Arjan Arenja, P.Eng.	Active chapter member (Vice Chair 2018)	2018	3 years
Gabriel Tse, P.Eng.	Active chapter member (Vice Chair 2015-2018)	2014	7 years
Shawn Yanni	Student representative	2019	2 year
Alexandra Weryha, EIT	EIT representative	2020	1 year
Vicki Hillborn, P.Eng.	ACV representative	2020	1 year
Christine Hill, P.Eng.	CEO representative	2018	3 years
Jeffrey Lee, P.Eng.	P.Eng. in a Riding Association	2018	3 years
Lorne Cutler, P.Eng.	PEO Councillor representative	2019	2 years
Changiz Sadr, FEC. P.Eng.	Engineers Canada representative	2020	1 year
[Vacant]	OSPE representative		

APPENDIX A

Key objectives and core competencies (as per the Work Plan)

<p><u>List top 3–5 Committee Work Plan Outcomes:</u></p> <ul style="list-style-type: none"> Monitor & evaluate regulatory issues requiring liaison with the government and advise council on strategic initiatives to affect such liaison (Key Responsibilities # 1) 	<p><u>List core competencies for each Work Plan outcome:</u></p> <ul style="list-style-type: none"> Possess a good knowledge of PEO and Committees related goals, objectives, and information available related to government liaison Possess strategic thinking abilities Initiate recommendations for change
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HUMAN RESOURCES PLAN - 2021

GOVERNMENT LIAISON COMMITTEE (GLC)

○ Coordinate the activities of the GLP (Key Responsibilities # 2)	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO mandate to regulate in the public interest and Government Liaison issues
○ Coordinate with other government relations initiatives within the engineering profession (Key Responsibilities # 3)	<ul style="list-style-type: none"> - Ability to develop relationships with stakeholders to advance cooperation efforts (ref. item 2 of Work plan) - Willingness to work with stakeholders within the confines of PEO guidelines and accepting differences while working to achieve common objectives - Conflict resolution skills - Possess effective meeting & action implementation skills
○ Enhance Government Outreach to ensure that our primary mission to regulate the profession in the public interest is communicated to MPPs (Key Responsibilities # 7)	<ul style="list-style-type: none"> - Ability to establish and clarify goals, expectations, obligations, roles and responsibilities of GLC. - Ability to evaluate effectiveness of government liaison program once per year. - Ability to conduct analysis, summarize results and follow up with recommendations for continuous improvement
○ Host Annual Queen's Park MPP reception and/or GLC conference to ensure our regulatory role and mandate are communicated to MPPs.	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO Government Liaison issues

APPENDIX B

Diversities of Sources (see List of Committee Membership)

Constituency & Qualifications of Committee/Task Force Members	<p>The committee will be composed of the following 11 members.</p> <ul style="list-style-type: none"> • Member of the Regional Councillors Committee (recommended by Regional Councillors Committee) • Member of Council • Two (2) active members of a chapter who have experience with GLP or government relations or public policy. • A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers) • P.Eng. active in a Riding Association (recommended by GLP Consultant) • P.Eng. member of the Ontario Society of Professional Engineers (OSPE) (recommended by OSPE) • P.Eng. representative of Engineers Canada (recommended by Engineers Canada) • P.Eng. member of the Consulting Engineers of Ontario (recommended by CEO) • Student representative
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HUMAN RESOURCES PLAN - 2021

GOVERNMENT LIAISON COMMITTEE (GLC)

	<ul style="list-style-type: none"> EIT representative <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>
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APPENDIX C

Volunteer Development Plans

List top 2 – 3 preferred core competencies (knowledge, skills, abilities)	List specific attributes for each core competency	Briefly state <u>how you will meet your needs</u> [i.e.: development plans for current member(s); request additional volunteer resources]	Resources Needed	Target Date for completion
Knowledge of PEO policy and positions and available resources	Familiarity with available resources regarding government related issues, etc.	Provide training and access to resources	Staff assistance, Committee Members	ongoing
Skills to provide advice/ recommendations/ assistance	Good communication and problem resolution skills; negotiation skills	Opportunities to interact and communicate, seek feedback	Feedback Form	ongoing
Effective Meeting Skills	Familiarity with rules of order, engagement strategies	Select chair with these skills (becomes a role model for others), seek feedback	Meeting Evaluation Form	ongoing
Courteous and proper treatment of fellow volunteers and staff	Knowledge of PEO values and code of conduct	Advise new Committee members to complete the mandatory training modules	Access to training modules	ongoing