

**G. Gordon M. Sterling  
Engineering Intern  
Award**

For Leadership Development



**Professional Engineers  
Ontario**

**The G. Gordon M. Sterling Engineering Intern Award was established to promote, encourage and celebrate professional leadership achievements of engineering graduates registered in Professional Engineers Ontario's Engineering Intern Training Program.**

G. Gordon M. Sterling, P.Eng., President, Professional Engineers Ontario (PEO), and President, Canadian Council of Professional Engineers (now Engineers Canada), had a passion for encouraging engineering graduates to take their places in the self-regulating profession by seeking licensure as professional engineers. He also had a strong interest in leadership development among professional engineers as a means of enhancing their careers, their contributions to society and to the governance of PEO.

Gordon devoted many years to the promotion of both licensure of engineering graduates and PEO's Engineering Intern Training (EIT) program. He encouraged engineering students and engineering interns to participate in PEO activities and to develop their leadership skills. He worked towards strengthening the link between PEO and its student and intern registrants. He believed that leadership succession for PEO, the Ontario Society of Professional Engineers and other engineering organizations should be fostered. Gordon always encouraged colleagues to volunteer for leadership assignments in PEO chapters, committees and other outreach activities.

Together with Professional Engineers Ontario, my family and I look forward to the recipient of this award sharing her or his leadership development success and lessons learned to help improve the knowledge and well-being of other professional engineers.

It is with great pleasure that we invite you to apply for the G. Gordon M. Sterling Engineering Intern Award.

Sincerely,  
Valerie A. Sterling  
Sterling Family





# G. Gordon M. Sterling Engineering Intern Award

For Leadership Development

**Criteria for Selection of Award Recipients** (use **only** application form available on PEO website).

## Introduction

The G. Gordon M. Sterling Engineering Intern Award (Sterling Award) is available to engineering interns registered with PEO, to assist them in defraying the costs associated with pursuing a leadership development opportunity.

The intent of the award, and a discussion of the kinds of leadership development activities consistent with that intent, may be found in the document entitled G. Gordon M. Sterling Engineering Intern Award—Criteria for Using Award Funds.

Engineering interns registered with PEO may apply for the award using the G. Gordon M. Sterling Engineering Intern Award – Application Form, which is available online or on paper. Complete applications received by the published deadline in each calendar year will be considered by the Sterling Award Selection Committee of PEO’s Awards Committee, which will choose at least one applicant to receive the award in the subsequent year.

## Registration Status

At the time of application, applicants must be registered with PEO as engineering interns in good standing.

At the time of award, successful applicants must be registered with PEO as an engineering intern or a professional engineer in good standing.

“In good standing” with PEO means:

- The applicant must not be the subject of any complaint or discipline hearing, and must not have been the subject of any such complaint or discipline hearing in the past unless the complaint was withdrawn or abandoned, or the hearing was resolved in the applicant’s favour;
- The applicant must be of good character within the meaning of the *Professional Engineers Act* and Regulations;
- Any fees payable by the applicant to PEO must be paid in full.

## Awardee Selection Criteria

### Demonstrated Leadership Potential

Most of the information in support of the applicant’s leadership potential will come from the applicant’s referees, who can attest to the applicant’s readiness for leadership development and his or her commitment to the engineering profession and to a leadership role within it.


Although the Sterling Award is intended primarily to support the development of leadership skills and attributes in individuals with leadership interest and potential, applicants for the award are expected already to have demonstrated a commitment to their chosen profession and an interest in assuming leadership responsibilities within it.

This is in keeping with the philosophy that “leaders are made, not born”.

Moreover, they should demonstrate a readiness to benefit from a leadership development experience.

The application must demonstrate the leadership potential of the applicant as a member of the engineering profession in terms of:

- **commitment to the engineering profession.** Studying engineering, obtaining an engineering degree and registering as an engineering intern are not sufficient evidence of com-



mitment to the engineering profession for this award. The applicant must have demonstrated a desire to take his or her place in the self-regulating engineering profession, as attested to by his or her referees.

Evidence of commitment to the engineering profession may be in the form of at least one of the following:

- the applicant's willingness to take professional responsibility for his or her work;
  - the applicant's commitment to serve and protect public safety and well-being;
  - the applicant's interest and participation in the affairs of the profession; or
  - the applicant's understanding of the role of a member of a self-regulating profession in the profession's governance.
- ***commitment to life-long learning.*** Commitment to life-long learning is seen as a prerequisite for personal development, particularly in leadership skills. The applicant should have demonstrated a desire to increase his or her knowledge and skill in various areas, such as industry, technology, professional practice, and human relations.
  - ***commitment to leadership.*** Not everyone seeks to occupy a leadership position or to take on a leadership role—it is a matter of personal choice. Regardless of their proficiency as leaders, applicants for the Sterling Award should have demonstrated clearly a willingness to take on leadership roles and responsibilities.
  - ***commitment to leadership development.*** The applicant should demonstrate a commitment to developing his or her leadership skills. This implies a willingness to identify areas of leadership skill improvement and to work at improving in them.

Commitment to leadership development will be determined primarily on the basis of the applicant's stated reasons for pursuing the proposed leadership development program/activity.

The applicant's commitment to leadership development may also be supported by the applicant's referees.

- ***suitability for a leadership role.*** The applicant should demonstrate sufficient emotional maturity and self-awareness to function as a leader, as attested to by his or her referees.

The applicant should demonstrate adherence to PEO's core values, namely:


- Integrity
- Accountability
- Respect
- Professionalism
- Teamwork

as attested to by his or her referees.

### **Suitability of the Leadership Development Program/Activity Proposed by the Applicant**

The suitability of the leadership development program/activity proposed will be assessed mainly on the basis of the information and rationale provided by the applicant on the application.

In the application for the award, the applicant is required to describe in detail the leadership development program or activity he or she is proposing to undertake, and the rationale for wanting to pursue that particular program or activity. The rationale should include the benefits that are expected to accrue to the applicant (personally), to his or her employer and/or clients (if applicable), and to the engineering profession. In other words, he or she is asked to justify the development program or activity for which the award is sought.



The following are some of the elements that will be included in the assessment of suitability:

- **level of challenge.** The proposed program or activity should be delivered at a level that represents a challenge to a degreed professional person, in terms of both knowledge content and applicability.
- **practical content.** In addition to theory, the proposed program or activity should include an opportunity for the participants to practise the leadership skills being acquired. It should be based on a clearly defined set of expected outcomes in terms of personal development of the participants.
- **relevance to the applicant's situation.** The proposed program or activity should be relevant to the applicant's current employment situation and volunteer commitments.
- **utilization of award funding.** The proposed program or activity should make good use of the award funding. Consideration will be given to the applicant's time and resource commitment to the program/activity relative to the financial value of the award.

### **Application Requirements**

Applications must be submitted electronically (use **only** application form available on PEO website). Include the following with your application. Incomplete applications will not be accepted.

- Provide the names of two professional engineers, who are members in good standing in a Canadian province or territory, who will be providing references (using the Referee Form) directly to the Selection Committee. Ensure your referees state your engineering intern number on their correspondence. The referee can't be a family member.
- Provide letters verifying your volunteer involvement in engineering professional activities.
- Provide a course outline of the intended continuing education program, together with a breakdown of its associated costs.
- Provide a copy of your resume/CV to support your application.
- The Application package is limited to a maximum of 20 pages, including application form.  
All materials must be submitted unbound (no staples), single sided, and in 8.5"x11" letter size.

### **Information**

Complete information about the G. Gordon M. Sterling Engineering Intern Award is available from the PEO website at [www.peo.on.ca](http://www.peo.on.ca), or by contacting: [sterlingaward@peo.on.ca](mailto:sterlingaward@peo.on.ca) or by phone: 416-224-1100 or 1-800-339-3716, ext. 1210.



## G. Gordon M. Sterling Engineering Intern Award

For Leadership Development



### Criteria for Using Award Funds

The G. Gordon M. Sterling Engineering Intern Award (Sterling Award) was established to encourage leadership development among engineering interns. The proceeds of the award are intended to be used by the award recipient to help defray the costs of professional development activities that develop leadership skills, as opposed to technical or business management skills. Disbursement of the award funds is contingent on their use for this purpose, as approved by the Awards Committee.

The nominal value of the award (\$3,500) is based on the anticipated out-of-pocket costs associated with a single postgraduate course or professional seminar/workshop series. However, since a wide range of different development opportunities would satisfy the intent of the award, there is considerable flexibility in how the funds may be spent.

The following are examples of subject matter of development activities that fall within the intent of the award:

- coaching/mentoring;
- emotional intelligence;
- facilitation of group problem solving;
- influence/persuasion;
- meeting management/effectiveness;
- organizational psychology;
- personal goal setting;
- public administration;
- public policy;
- public speaking/effective presentations;
- team leadership;
- time management.

The following are examples of subject matter of development activities that fall outside the intent of the award:

- business administration;
- finance;
- human resources;
- marketing/selling;
- planning, budgeting, and control;
- project management.

The maximum amount that may be disbursed to a single applicant is \$3,500. This amount may be applied against the costs of a development program of which the costs equal or exceed the award amount. Alternatively, it may be applied to the total cost of at least two independent development activities (courses, seminars, workshops, etc.).

The award proceeds may be applied to the fees and expenses associated with the development activity/activities, including course materials, travel and cost-of-living. The award proceeds may not be applied to compensate for lost fees or wages from gainful employment.

Applicants for the award are required to identify how and when they intend to spend the proceeds if they are successful. This information will be used in the selection process. The Sterling Award Selection Committee may grant flexibility to award recipients in dealing with circumstances that may change between the time of application and the time of award, such as work or family commitments, timing and availability of the proposed development activities, etc.



## **Examples of Possible Leadership Development Programs Supportable by the Sterling Award**

Here are examples of a few programs available when preparing this guideline that are consistent with the objectives and terms of reference of the award. These examples are included for illustrative purposes only and are not intended to be limiting in scope. Applicants are encouraged to be creative in seeking leadership development programs and activities that meet their specific needs and aspirations.

Organizations offering suitable programs include:

- The Canadian Management Centre (<http://www.cmctraining.org/>)
- The Queen's University Industrial Relations Centre ([www.industrialrelationscentre.com](http://www.industrialrelationscentre.com))
- The Banff Centre ([www.banffcentre.ca/programs](http://www.banffcentre.ca/programs))
- Ryerson's Ted Rogers School of Management (<http://www.ryerson.ca/itm/cio/ryecio.htm>)