

Briefing Note – Confirmation

C-555-1

CONFIRMATION OF NOTICE AND QUORUM

Purpose: Secretariat to confirm notice and quorum of the meeting.

Prepared by: Eric Chor, Research Analyst

Briefing Note - Decision

APPROVAL OF AGENDA

Purpose: To approve the agenda for the meeting.

Motion(s) to consider: (requires a simple majority of votes cast to carry)

That:

- a) the agenda, as presented to the meeting at C-555-1.2, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

Prepared by: Eric Chor – Research Analyst

Appendices:

- Appendix A – 555th Council meeting agenda

**C-555-1.2
Appendix A**

Draft AGENDA

555th Meeting of the Council of Professional Engineers Ontario
Friday, February 24, 2023 / 9:00 am – 4:30 pm / Lunch 12:45 – 1:30 pm
In Person Meeting: PEO Offices, 40 Sheppard Avenue West, Toronto

Virtual Option:

<https://us02web.zoom.us/j/84556888461?pwd=eGFQTkwrMHFoWVJXeHgySHdWRVYvUT09>

Meeting ID: 845 5688 8461

Passcode: 041473

| Friday, February 24 – 9:00 am to 4:30 pm | | | | |
|---|---|---|--------------|-------------|
| 9:00 am | | CALL TO ORDER – Formal Public Meeting Begins – Council Chambers | | |
| | | ACKNOWLEDGEMENT OF ATTENDEES (COUNCIL, STAFF AND GUESTS) | | |
| 1. <u>OPENING</u> | | Spokesperson/ Moved by | Type | Time |
| 1.1 | CONFIRMATION OF NOTICE AND QUORUM | Secretariat | Confirmation | 9:00 |
| 1.2 | APPROVAL OF AGENDA | Chair | Confirmation | |
| 1.3 | DECLARATION OF CONFLICTS OF INTEREST: Do any Councillors have a conflict to disclose | Chair | Exception | |
| 2. <u>CONSENT AGENDA</u> | | Spokesperson/ Moved by | Type | Time |
| | Council members may request that an item be removed from the consent agenda for discussion. | | | 9:10 |
| 2.1 | MINUTES – 552 COUNCIL MEETING | Chair | Decision | |
| | Governance Items | | | |
| 2.2 | ENGINEERS CANADA DIRECTORS REPORT | EC Directors | Information | |
| 2.3 | GOVERNANCE COMMITTEE REPORTS <ul style="list-style-type: none"> Audit and Finance Committee (AFC) Governance and Nominating Committee (GNC) | Committee Chairs | Information | |

| | | | | |
|---|--|--|---|-------------|
| | <ul style="list-style-type: none"> Human Resources and Compensation Committee (HRCC) Regulatory Policy and Legislation Committee (RPLC) | | | |
| 2.4 | CHANGES TO THE 2023 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LISTS | Past President Bellini | Decision | |
| 3. <u>EXECUTIVE REPORTS</u> | | Spokesperson/ Moved by | Type | Time |
| 3.1 | PRESIDENT'S REPORT | Chair | Information | 9:15 |
| 3.2 | CEO/REGISTRAR'S REPORT Including: <ul style="list-style-type: none"> FARPACTA Compliance Update PEAK/Mandatory CPD Update | CEO/Registrar Quaglietta | Information | 9:30 |
| <u>STANDING ITEMS</u> | | Spokesperson/ Moved by | Type | Time |
| 3.3 | NOMINATION OF PEO DIRECTOR TO ENGINEERS' CANADA BOARD | Chair | Decision (Ratification of Secret Vote) | 10:00 |
| <u>REGULATORY AND GOVERNANCE ITEMS</u> | | Spokesperson/ Moved by | Type | Time |
| 3.4 | GOVERNANCE ROADMAP – PHASE 4: RISK ASSESSMENT PROCESS <ul style="list-style-type: none"> 3.4a: Order of Honour Review 3.4b: Non-Chapter Activities in "Neither" Category | Councillor Arenja (GNC Chair) | Decision | 10:30 |
| BREAK (10:50 – 11:00) | | | | |
| 3.5 | COUNCIL REMUNERATION FRAMEWORK | Councillor Arenja (GNC Chair) | Decision | 11:00 |
| 3.6 | CEO/REGISTRAR'S GOALS | Councillor Roberge (HRCC Chair) | Decision | |
| 3.7 | CHIEF ELECTIONS OFFICER REPORT ON 2023 COUNCIL ELECTION | A. Elliot (Chief Elections Officer) | Discussion | |
| 3.8 | COUNCIL ELECTIONS REVIEW PROCESS | Councillor Arenja (GNC Chair) | Discussion | |
| LUNCH (12:45 – 1:30) | | | | |
| 3.9 | 30 BY 30 METRICS | Past President Bellini | Information | 1:30 |

| | | | | |
|---|--|--|----------------------|-------------|
| 3.10 | ANTI-RACISM AND ANTI-DISCRIMINATION EXPLORATORY WORKING GROUP (AREWG) UPDATE | Past President Bellini | Information | |
| 3.11 | NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2022-2023 SPECIAL RULES <ul style="list-style-type: none"> 3.11a: PEO Support for Retooling the Ritual Initiative 3.11b: Supporting Evolutionary Improvements to FARPACTA Admissions | Councillor Hilborn President-Elect Fraser | Decision Decision | |
| Formal Public Meeting Ends BREAK (2:30 – 2:45) | | | | |
| 4. | <u>IN-CAMERA</u> | Spokesperson/ Moved by | Type | Time |
| 4.1 | DECLARATION OF CONFLICTS OF INTEREST | Chair | Exception | 2:45 |
| | Consent Agenda | | | |
| 4.2 | IN-CAMERA MINUTES – 552 AND 553 COUNCIL MEETINGS | Chair | Decision | |
| 4.3 | HRCC IN-CAMERA REPORT | Councillor Roberge (HRCC Chair) | Information | |
| | Regulatory Items | | | |
| 4.4 | DECISIONS AND REASONS <ul style="list-style-type: none"> 4.4a) Two Decisions 4.4b) Decision (s. 37 Application) | L. Latham | Information | |
| 4.5 | LEGAL UPDATE | D. Abrahams | Information | |
| 4.6 | APPROVAL OF WOLFE-SMITH AWARDEES | Councillor Notash | Decision | |
| | Governance Items | | | |
| 4.7 | TD MELOCHE AFFINITY PROGRAM – PEO’S PARTICIPATION | CEO/Registrar Quaglietta | Information | |
| 4.8 | COUNCILLOR ITEMS Generative discussion | | Discussion | |
| | Human Resources Items | | | |
| 4.9 | PEO’S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: Council to receive violations, if any | Chair | Exception | 3:30 |

| | | | | |
|---|--|--|--|------|
| 4.10 | OUTSTANDING CONFLICTS MATTER | D. Abrahams | Information | |
| BREAK: (3:50-4:00) | | | | |
| 4.11 | In-Camera Dialogue with CEO/Registrar | | Discussion | 4:00 |
| 4.12 | In-Camera Dialogue without CEO/Registrar <ul style="list-style-type: none">Outgoing CEO/Registrar Review | | Discussion | 4:15 |
| 4:30 pm | ADJOURNMENT - Formal Council Meeting Ends | | | |
| 5. <u>NEXT MEETINGS</u> | | | | |
| Council Meetings <ul style="list-style-type: none">March 31, 2023 | | | | |
| Governance Committee Meetings | | | | |
| AFC March 16, 2023 April 20, 2023 | GNC March 13, 2023 April 10, 2023 | HRCC March 16, 2023 April 20, 2023 | RPLC March 10, 2023 April 14, 2023 | |
| <p>Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder “Reports” and the sub-folders therein for the applicable year and Council meeting). The additional material includes committee reports, statistics, governance committee minutes, and the Council Decision Log; and can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of February 17th are as follows:</p> <ul style="list-style-type: none">Governance and Nominating Committee (GNC) Approved minutes<ul style="list-style-type: none">November 9, 2022January 19, 2023Regulatory Policy and Legislation Committee (RPLC) Approved minutes<ul style="list-style-type: none">November 14, 2022StatsCouncil Decision Log | | | | |

Councillors Code of Conduct

Council expects of itself and its members ethical, business-like and lawful conduct. This includes fiduciary responsibility, proper use of authority and appropriate decorum when acting as Council members or as external representatives of the association. Council expects its members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

PEO is committed that its operations and business will be conducted in an ethical and legal manner. Each participant (volunteer) is expected to be familiar with, and to adhere to, this code as a condition of their involvement in PEO business. Each participant shall conduct PEO business with honesty, integrity and fairness and in accordance with the applicable laws. The Code of Conduct is intended to provide the terms and/or spirit upon which acceptable/unacceptable conduct is determined and addressed.

At its September 2006 meeting, Council determined that PEO volunteers should meet the same obligations and standards regarding conduct when engaged in PEO activities as they are when engaged in business activities as professional engineers.

[s. 2.4 of the Council Manual]

Briefing Note – Exception

C-555-1.3

CONFLICTS OF INTEREST

Purpose: Councillors are required to identify any real or perceived conflicts of interest that exist or may exist related to the open Council agenda.

No motion required

Prepared by: Eric Chor, Research Analyst

Councillors are to declare and refrain from participating in any Council matters where they might have a real or perceived conflict of interest.

The Council Chair is responsible for ruling on whether a conflict exists if there is a dispute.

The Councillor with a conflict of interest will be required to leave the Council meeting for the duration of the agenda item, including for any respective votes.

If a Councillor wishes guidance on how to identify any conflicts of interest, the following 9-minute video can be referred to:

https://www.youtube.com/watch?v=fjebnky_j6M

Attached is the link to the “Eliminating Bias in the Registration Process Policy” which references Conflict of Interest.

<https://www.peo.on.ca/sites/default/files/2021-03/policy-eliminating-bias.pdf>

Briefing Note – Decision

C-555-2.0

CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

Motion(s) to consider: (requires a simple majority of votes cast to carry)

That the consent agenda be approved.

Prepared by: Eric Chor, Research Analyst

Routine agenda items that may be approved without debate are included in a consent agenda and may be moved in a single motion. However, the minutes of the meeting will reflect each item as if it was dealt with separately. Including routine items on a consent agenda expedites the meeting.

Items included on the consent agenda may be removed and dealt with separately if they contain issues or matters that require review.

Please review the minutes ahead of time for errors or omissions and advise Secretariat at secretariat@peo.on.ca if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 2.1 Minutes – 552nd Council Meeting – November 25, 2022
- 2.2 Engineers Canada Directors Report
- 2.3 Governance Committee Reports
 - Audit and Finance Committee (AFC)
 - Governance and Nominating Committee (GNC)
 - Human Resources and Compensation Committee (HRCC)
 - Regulatory Policy and Legislation Committee (RPLC)
- 2.4 Changes to the 2023 Statutory and Regulatory Committees' Membership Lists

Briefing Note - Decision

C-555-2.1

OPEN SESSION MINUTES – 552nd Council Meeting – November 25, 2022

Purpose: To record that the minutes of the open session of the 552nd meeting of Council accurately reflects the business transacted at that meeting.

Motion to consider: (requires a simple majority of votes cast to carry)

That the minutes of the 552nd meeting of Council, held November 25, 2022, as presented to the meeting at C-555-2.1, Appendix A, accurately reflect the business transacted at that meeting.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

2. Current Policy

Chapter X Minutes, Section 211 Approval of minutes of previous meeting, of Nathan and Goldfarb's Company Meetings states under Comment that, "There does not appear to be any obligation to have minutes signed to be valid or approved, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely approves the minutes."

3. Appendices

- Appendix A - Minutes – 552nd Council open session meeting – November 25, 2022



MINUTES

The 552nd MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, Toronto on Friday, November 25, 2022, at 10:20 a.m.

Present:

- N. Colucci, P.Eng., President and Council Chair
- C. Bellini, P.Eng., Past President
- R. Fraser, P.Eng., President-elect
- L. Cutler, P.Eng., Vice President Appointed/Lieutenant Governor-in-Council Appointee
- G. Wowchuk, P.Eng., Vice President Elected
- A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee
- V. Banday, P.Eng., Councillor-at-Large
- R. Brunet, P.Eng., Lieutenant Governor-in-Council Appointee
- C. Chahine, P.Eng., East Central Region Councillor
- C. Chiddle, P.Eng. Councillor-at-Large
- J. Chisholm, P.Eng., West Central Region Councillor
- A. Dryland, CET, Lieutenant Governor-in-Council Appointee
- V. Hilborn, P.Eng., Western Region Councillor
- D. Kiguel, P.Eng., East Central Region Councillor
- T. Kirkby, P.Eng., Eastern Region Councillor
- S. MacFarlane, P.Eng., Western Region Councillor
- P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
- D. Montgomery, P.Eng., Northern Region Councillor
- G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
- L. Notash, P.Eng., Councillor-at-Large
- L. Roberge, P.Eng., Northern Region Councillor
- S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
- P. Shankar, P.Eng., West Central Region Councillor
- S. Sung, Lieutenant Governor-in-Council Appointee
- R. Walker, P.Eng., Eastern Region Councillor

Staff:

- J. Zuccon, CEO/Registrar
- D. Abrahams, VP Legislation and Policy
- L. Latham, VP Regulatory Operations/Deputy Registrar
- P. Buffone, Director, Human Resources
- C. Mehta, Director, Finance
- M. Solakhyan, Director, Governance
- J. Vera, Manager Practice Advisory Services
- R. Martin, Manager, Secretariat
- J. Max, Manager, Policy
- A. Anwar, Council and Committee Coordinator
- E. Chor, Research Analyst, Secretariat
- M. Feres, Supervisor, Council Operations
- D. Power, Secretariat Administrator
- N. Axworthy, Editor, Engineering Dimensions

Guests:

- A. Levovski, Adaptovate
- M. Barzallo, Compliance Analyst, Office of the Fairness Commissioner
- H. Brown, Brown & Cohen



**Professional Engineers
Ontario**

**C-554-3.1
Appendix A**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

D. Chui, PEO Director, Engineers Canada
N. Hill, P.Eng., PEO Director, Engineers Canada
A. Lukinuk, Parliamentary Services
J. Quaglietta, P.Eng., incoming CEO/Registrar
M. Sterling, P.Eng., PEO Director, Engineers Canada
K. Thom, Adaptovate

Council convened at 10:20 a.m. on Friday, November 25, 2022.

CALL TO ORDER

Notice having been given and a quorum being present, President Colucci called the meeting to order at 10:20 a.m. and made announcements applicable to the conduct of the meeting.

12491 – APPROVAL OF AGENDA

Moved by Councillor Schelske, seconded by Councillor Walker:

That:

- a) The agenda, as presented to the meeting at C-552-1.2, Appendix A be approved as presented; and**
- b) the Chair be authorized to suspend the regular order of business.**

Councillor Walker referred to agenda item 2.10 Membership Referendum on 'PEAK' noting that it did not have legal standing. He cited a past legal review that was conducted when the original referendum was voted down that Council cannot transfer authority to the membership.

Moved by Councillor Walker, seconded by Councillor Arenja:

That item 2.10 Membership Referendum on 'PEAK' be removed from the agenda.

**DEFEATED
Recorded Vote**

For: 8

A. Arenja
C. Bellini
C. Chiddle
A. Dryland
V. Hilborn
D. Montgomery
L. Roberge
R. Walker

Against: 15

V. Banday
R. Brunet
C. Chahine
J. Chisholm
L. Cutler
R. Fraser
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
L. Notash
S. Schelske
P. Shankar
S. Sung
G. Wowchuk

Abstain: 0

The original motion was then voted on and carried.



That:

- a) The agenda, as presented to the meeting at C-552-1.2, Appendix A be approved as presented; and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED
Recorded Vote

For: 20

A. Arenja
C. Bellini
C. Chahine
C. Chiddle
J. Chisholm
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Roberge
S. Schelske
P. Shankar
S. Sung
R. Walker

Against: 0

Abstain: 1

V. Banday

12492 – DECLARATION OF CONFLICTS OF INTEREST

There were no conflicts of interest declared.

12493 – PRESIDENT'S REPORT

Councillor-at-Large Leila Notash was recognized for her volunteer service at PEO with a 20-year Volunteer Recognition pin. PEO has also nominated Councillor Notash for the 2023 Ontario Volunteer Service Award. She is very deserving of this appreciation, not only for her service on Council but her other volunteer efforts over the years that have benefited PEO, its chapters and the profession.

Just to focus on one area, Councillor Notash first joined the Academic Requirements Committee in 2003, and her numerous contributions to ARC's work included serving as chair. And, in respect of another important and visible PEO role, she also served as vice chair of the Kingston Chapter from 2015 to 2019. President Colucci thanked and congratulated Councillor Notash for her service.

President Colucci provided a recap of events that he recently attended as PEO president as follows:

- attended the OACETT/PEO Joint Leadership Summit on October 27 together with CEO/Registrar Johnny Zuccon and VP Policy & Governance Dan Abrahams. There was a useful and productive exchange of



ideas, particularly related to the FARPACTA initiatives and how they will impact on our respective professions.

- gave a presentation at the Municipal Engineers Association conference on November 16th on PEO's Role In Engineers Canada's 30 By 30 Initiative and how Municipalities As Engineering Employers Can Address The Gender Gap

President Colucci provided an update on what has been accomplished since the September Council meeting. This included the October plenary session where Council heard and discussed:

- compliance with upcoming FARPACTA requirements, including academic equivalency qualification and experience assessments, following an update by Regulatory Policy and Legislation Committee (RPLC) Chair Chantal Chiddle.
- a presentation on PEO's upcoming Mandatory CPD program by PEAK lead Arden Heerah. The presentation explored the program's history, the transition to a mandatory program and how it will work.
- next steps for PEO's data protection policy that Council approved in September. An update on staff work ensuring existing data-sharing activities comply with the new policy will be heard later in the meeting.
- there was further discussion of the 12 AGM submissions on issues related to governance, regulatory policy and other PEO activities, including how best to engage members, together with a variety of important stakeholders, in PEO's work going forward.

Over October and November, the Audit and Finance Committee (AFC), Governance and Nominating Committee (GNC) Human Resources and Compensation Committee (HRCC) and RPLC met, and their reports are included as part of the meeting package. President Colucci commended those involved in these governance committee discussions for their hard work and congratulated them on what they have already accomplished so far this year.

President Colucci referred to another important group formed by Council, the anti-racism and anti-discrimination exploratory working group or AREWG. The group was formed in 2020, and in spring 2022 it generated a vitally important Anti-Racism and Equity Code, to which PEO remains strongly committed, at all levels. The Code promotes both policy and organizational changes that are focused on eliminating systemic discrimination. This includes engagement with marginalized communities, and historically disadvantaged groups, including Indigenous communities.

AREWG is currently tasked with providing a progress report to Council, as well as making recommendations for its own future. It is acknowledged that much of the anti-racism and anti-discrimination work needs to take place at the staff level, with Council providing broad direction and oversight. Unfortunately, there have been some delays, so moving to the next steps is taking a little longer than anticipated. Among other factors, the consultant who has been working closely with AREWG has recently signalled her need to step aside from the project for personal reasons, and there is also an RFP for the Indigenous piece of AREWG's work, which is nearing completion.

President Colucci welcomed PEO's new CEO/Registrar Jennifer Quaglietta to the meeting advising that she would be taking on the role effective January 9, 2023. Ms. Quaglietta thanked the search committee and addressed Council and guests.

12494 – CEO/REGISTRAR'S REPORT

Registrar Zuccon noted that there are inaccuracies related to the number of applications that have been reported. A review is currently underway and this information will be amended once the cause has been determined and adjustments have been made to the online application numbers.

In response to a query regarding communication related to mandatory CPD Council was advised that there will be an extensive stakeholder awareness project as of January 1, 2023 to make sure that license holders are aware of their mandatory CPD obligation. PEO's focus on CPD will be to encourage compliance, not to punish non-compliance.

12495 – COMPLIANCE WITH FARPACTA: ACADEMIC EQUIVALENT QUALIFICATIONS AND EXPERIENCE ASSESSMENTS

Councillor Chiddle, RPLC Chair, advised that RPLC was presenting two recommendations related to academic equivalent qualifications and a competency-based assessment model related to experience. She noted that the current regulation specifies that all applicants must have twelve months of supervised Canadian engineering experience. Recent FARPACTA amendments prohibit all regulated professions, including PEO, from having a registration qualification for a person's Canadian experience unless an exemption for the purposes of health and safety is granted by the minister. The RPLC discussed the Canadian experience requirement at its November meeting and at this time it will not be recommending that an exemption be sought. The Experience Requirements Committee (ERC) is looking at the question and depending on the results from that, the recommendation currently being presented may change. To that end this means that the Canadian experience requirement will be automatically eliminated in December 2023 or earlier by July 1, 2023. RPLC was satisfied that the risks related to knowing and applying Ontario code, standards and regulations may be mitigated through normal employer supervision, liability insurance, government permit and reporting reviews as well as PEO's professional misconduct grounds and its new mandatory CPD requirements. Councillor Chiddle noted that the briefing note for this item contained detailed information on both recommendations and the process that was followed to propose those recommendations.

Council was provided with information on the operationalization of FARPACTA as well as a preview of the FARPACTA compliance application process. Council was informed that the preview was intended to reflect the future state vision and therefore did not feature all individual applicant paths, many of which are still in development.

Questions were responded to.

Council was advised that the Director of Licensing met with the Ontario Fairness Commissioner (OFC) staff in relation to what PEO is planning, specifically around the confirmation phase and whether this is appropriate. The OFC staff are on board with how PEO's process has been laid out.

It was confirmed that applicants can apply for licensure outside of Canada.

Referring to the presentation regarding the operationalization of FARPACTA it was suggested that the term "Pre-screen triage" be replaced with "Self-assessment." This was taken under advisement.

Moved by Councillor Chiddle, seconded by Councillor Arenja:

1. That Council recognize that obtaining a bachelor's degree in an engineering program that is included in the International Institutions and Degrees Database (IIDD) administered by Engineers Canada, subject to successful completion of a confirmatory examination program, is the engineering educational qualification equivalent to a bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction.

2. That Council support the use of a competency-based assessment model including ethics indicators to confirm that an applicant for a licence has sufficient experience to enable them to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.

3. These motions are effective as soon as adequate notice of any change in requirements is given to prospective applicants but in any case will apply to new applicants not later than July 1, 2023.

There was a friendly amendment to vote on part 1 separately, and to vote on parts 2 and 3 together. There were no objections.

First proposed amendment to Part 1:

Moved by Councillor Kiguel, seconded by Councillor Banday:

1. That Council recognize that obtaining a bachelor's degree in an engineering program that is:
(a) identified as legitimate in the International Institutions and Degrees Database (IIDD) administered by Engineers Canada, and
(b) subject to successful completion of a confirmatory examination program to be specified by PEO in consultation with subject matter experts, is the engineering educational qualification equivalent to a bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction.

DEFEATED

For: 7

V. Banday
 C. Chahine
 L. Cutler
 D. Kiguel
 T. Kirkby
 P. Mandel
 P. Shankar

Against: 15

A. Arenja
 C. Bellini
 R. Brunet
 C. Chiddle
 A. Dryland
 R. Fraser
 V. Hilborn
 S. MacFarlane
 D. Montgomery
 G. Nikolov
 L. Roberge
 S. Schelske
 S. Sung
 R. Walker
 G. Wowchuk

Abstain: 2

J. Chisholm
 L. Notash

Second proposed amendment to Part 1:

Moved by President-elect Fraser, seconded by Vice-President Wowchuk:

1. That Council recognize that obtaining a bachelor's degree in an engineering program that is included in the International Institutions and Degrees Database (IIDD) administered by Engineers Canada, subject to successful completion of a confirmatory examination program, is equivalent to a bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction.

CARRIED UNANIMOUSLY

THE ORIGINAL MOTION (PART 1) AS AMENDED WAS THEN VOTED ON AND CARRIED UNANIMOUSLY.

Council then voted on parts two and three of the original motion.

2. That Council support the use of a competency-based assessment model including ethics indicators to confirm that an applicant for a licence has sufficient experience to enable them to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.

3. That motions one and two are effective as soon as adequate notice of any change in requirements is given to prospective applicants but in any case will apply to new applicants not later than July 1, 2023.

CARRIED UNANIMOUSLY

12496 – 2023 DRAFT OPERATING BUDGET

The AFC completed its second review of the draft 2023 operating and capital budgets ("2023 budgets") on October 18, 2022 and recommended that these be presented to Council for approval. As the next step in the business planning cycle, Council needs to approve the draft 2023 operating budget as presented.

The key highlights of the 2023 draft operating budget were provided in the briefing note. Total revenues in 2023 are budgeted at \$32.0m and total expenses for sustaining regular day to day or core operations are budgeted at \$30.5m, resulting in an excess of revenues over expenses of \$1.5m. In addition to these expenses, an additional spend of \$5.1m is budgeted for various projects and Council initiatives resulting in a deficit of \$3.6m.

Councillor Cutler, AFC Chair, after providing a high-level overview, responded to questions. It was noted that the 2023 budget includes \$75,000 for Councillor training.

Moved by Councillor Cutler, seconded by Councillor Arenja:

That Council approve the draft 2023 operating budget reviewed by the Audit and Finance Committee and as presented to the meeting at C-552-2.4, Appendix A.

CARRIED
Recorded Vote

For: 20

C. Bellini
R. Brunet
C. Chahine
J. Chisholm
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
L. Roberge
S. Schelske

Against: 1

V. Bandy

Abstain: 0



P. Shankar
S. Sung
R. Walker
G. Wowchuk

12497 – 2023 DRAFT CAPITAL BUDGET

The AFC completed its second review of the draft 2023 operating and capital budgets ("2023 budgets") on October 18, 2022 and recommended that these be presented to Council for approval. As the next step in the business planning cycle, Council needs to approve the draft 2023 capital budget.

The key highlights of the draft 2023 capital budget are summarized below. The total capital budget for 2023 is \$484.4k, and is comprised of the following parts:

- 1) Capital Improvements to 40 Sheppard - \$404.4k;
- 2) Computer Hardware - \$40k; and
- 3) Office Furniture and miscellaneous contingencies - \$40k

1) Capital Improvements to 40 Sheppard Avenue West

An amount \$344.6k has been budgeted for capital improvements that are part of Common Area Maintenance (CAM) costs which are recoverable from tenants and recommended by BGIS, PEO's property manager. These planned improvements in 2023 include:

- \$200k for exterior wall sealant replacement
- \$75k for electrical distribution
- \$40k for waterproof transformer vault
- \$20k for window replacement; and
- \$9.6k for cooling tower bearing/drive belt

A total amount of \$59.8k has been budgeted for leasehold improvements (or inducements) for the vacant space on the 2nd floor. Leasehold inducements are incentives for renovations which are provided to potential tenants for signing leases.

2) Computer Hardware

The expenditure for 2023 is:

- \$40k server replacement

3) Facilities

The expenditures for 2023 are:

- \$40k for replacing old office furniture and for miscellaneous contingencies

Moved by Councillor Cutler, seconded by Councillor Mandel:

That Council approve the draft 2023 capital budget reviewed by the Audit and Finance Committee and presented to the meeting as C-552-2.5, Appendix A.

CARRIED
Recorded Vote

For: 22

A. Arenja
C. Bellini
R. Brunet
C. Chahine

Against: 1

V. Banday

Abstain: 0



C. Chiddle
J. Chisholm
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
L. Roberge
S. Schelske
P. Shankar
S. Sung
R. Walker
G. Wowchuk

12498 – BORROWING RESOLUTION

PEO's By-Law #1 – Section 47 states that:

"Council may from time to time borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise"

PEO's Internal Control Banking Policy requires that "the borrowing resolution shall be reviewed and approved by Council on an annual basis".

To help manage the working capital and provide convenience to senior volunteers and staff, PEO has access to two credit facilities:

- a. an operating overdraft up to an amount not to exceed CAD \$250,000 at Prime rate; and
- b. use of corporate credit cards with an aggregate limit not to exceed CAD \$120,000.

These credit facilities expire on January 31, 2023. In order to renew the existing credit arrangement with the bank for another year, Council was asked to approve the borrowing resolution.

PEO has adequate cash flow to meet its business requirement on regular basis. The overdraft facility is only for contingency purposes. Corporate credit cards provide convenience to senior volunteers and senior staff for PEO business expenditures. The credit card balances are paid off every month.

Moved by Councillor Cutler, seconded by Councillor Chiddle:

That Council:

a) approve the borrowing of money upon the credit of the association by way of:

- i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
- ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.

b) in compliance with PEO's Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2024.

**CARRIED
Recorded Vote**

**For: 22****Against: 0****Abstain: 0**

V. Banday
C. Bellini
R. Brunet
C. Chahine
C. Chiddle
J. Chisholm
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
L. Roberge
S. Schelske
P. Shankar
S. Sung
R. Walker
G. Wowchuk

12499 – SAFE DISCLOSURE

At its meeting of September 8, 2022, the HRCC reviewed a draft “Whistleblower” Policy and discussed its importance from a risk management perspective. It was agreed that the definitions of “Council” and “PEO” should be the same as used in the Professional Engineers Act; and that it must be clear that Council includes both those who are elected and those who are appointed by the Lieutenant Governor-in Council.

The Committee directed staff to make revisions as discussed and agreed to review the revised version at its next scheduled meeting before making a recommendation to Council for approval.

At its meeting of November 3, 2022, the HRCC reviewed the revised draft document and by consensus agreed to recommend it to Council for approval at its meeting scheduled for November 25, 2022.

Anyone associated with Professional Engineers Ontario (“PEO”) is expected to demonstrate honesty and integrity in fulfilling their responsibilities and must comply with all applicable laws and regulations. In particular, PEO expects all employees, volunteers and council members to abide by the highest standards of business and personal ethics in the conduct of any work done on behalf of the organization or under its auspices.

The Safe Disclosure (“Whistleblower”) Policy sets out the duty of all employees, volunteers, and council members to report misconduct or suspected misconduct, including fraud and financial impropriety. It also guarantees that anyone who makes a report in good faith will be protected from retaliation.

Moved by Councillor Roberge, seconded by Councillor Chiddle:

Whereas it is one of the Human Resources and Compensation Committee’s (HRCC) risk management Charter responsibilities to “oversee the effective implementation and use of a Safe Disclosure (“Whistleblower”)



Protocol for staff members and others to safely report potential breaches of conduct of senior management to designated trusted third parties, protecting the anonymity of disclosers”;

Be it Resolved:

That Council approves the Safe Disclosure (“Whistleblower”) Policy as recommended by the HRCC and presented to the meeting at C-552-2.7, Appendix A.

CARRIED

For: 23

Against: 0

Abstain: 0

A. Arenja
V. Banday
C. Bellini
R. Brunet
C. Chahine
C. Chiddle
J. Chisholm
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
L. Roberge
S. Schelske
P. Shankar
S. Sung
R. Walker
G. Wowchuk

12500 – DATA PROTECTION POLICY

Registrar Zuccon advised that PEO has communicated with the three affected organizations which are the Foundation for Education, Ontario Society of Professional Engineers (OSPE) and Engineers Canada. PEO has met with the Foundation for Education and Engineers Canada. A meeting is scheduled with OSPE in December. A further update will be provided in the new year.

12501 – 30 BY 30 METRICS

In the interest of time this item was deferred until the February 2023 Council meeting.

12502 – MEMBERS’ REFERENDUM PEAK

The purpose of the agenda item was to determine the profession's will on the PEAK program via the promised referendum.

Moved by Vice President Wowchuk, seconded by President-elect Fraser:



1. That the proposed launch of the mandatory "PEAK" program, scheduled for January 2023, be deferred until such time as a referendum of PEO members on the program is held, and that the will of the majority so polled be examined carefully by Council. If timing of this referendum is not possible concurrent with the 2023 elections vote, the poll shall be conducted separately.
2. An article outlining the "pro" and "con" positions shall be published in Engineering Dimensions, emailed to members, and posted on the PEO website prior to the referendum.
3. The choices offered to members in the referendum shall be:
 - (a) Continuation of PEAK and enforcing member participation,
 - (b) Continuation of PEAK and making participation voluntary, and
 - (c) Setting aside PEAK and investigating effective alternatives to promote ongoing quality assurance in engineering practice.

Following discussion, the original motion was replaced with the following by the mover and seconder without objection:

(1) That the proposed launch of the mandatory "PEAK" program, scheduled for January 2023, be deferred until such time as a referendum of PEO members on the program is held, and that the will of the majority so polled be examined carefully by Council. If timing of this referendum is not possible concurrent with the 2023 elections vote, the poll shall be conducted separately.

(2) An article outlining the "pro" and "con" positions shall be published in Engineering Dimensions, emailed to members, and posted on the PEO website prior to the referendum.

(3) The choices offered to members in the referendum shall be:

- (a) Continuation of PEAK and enforcing member participation,
- (b) Continuation of PEAK and making participation voluntary, and
- (c) Setting aside PEAK and investigating effective alternatives to promote ongoing quality assurance in engineering practice.

DEFEATED
Recorded Vote

For: 7

V. Bandy
C. Chahine
R. Fraser
T. Kirkby
L. Notash
S. Schelske
G. Wowchuk

Against: 15

A. Arenja
C. Bellini
R. Brunet
C. Chiddle
L. Cutler
A. Dryland
V. Hilborn
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Roberge
P. Shankar
S. Sung
R. Walker

Abstain: 1

D. Kiguel

**12503 – CONSENT AGENDA**

Moved by Councillor Chiddle, seconded by Councillor Walker:

That the consent agenda be approved, consisting of:

- 3.1 Minutes – 549th Council meeting – September 23, 2022
- 3.2 Consulting Engineer Designation Applications
- 3.3 Engineers Canada Directors Reports
- 3.4 Governance Committee Reports
- 3.5 Changes to the 2022 Statutory and Regulatory Committees' Membership Lists

CARRIED

For: 19

A. Arenja
C. Bellini
R. Brunet
C. Chahine
C. Chiddle
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Roberge
S. Schelske
P. Shankar
S. Sung
R. Walker
G. Wowchuk

Against: 0**Abstain: 1**

L. Notash

12503 – C-549 MEETING MINUTES

That the minutes of the 549th meeting of Council, held September 23, 2022, as presented to the meeting at C-552-3.1, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

12503 – CONSULTING ENGINEER DESIGNATION APPLICATIONS

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in C-552-3.2, Appendix A, Section 1.

2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-552-3.2, Appendix A, Section 2.

3. That Council grant permission to use the title "Consulting Engineers" (or variations thereof) to the firms as set out in C-552-3.2, Appendix A, Section 3.



Professional Engineers
Ontario

**C-554-3.1
Appendix A**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

CARRIED

12504 – CHANGES TO THE 2022 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LISTS

That Council approve re-appointment of members to PEO's statutory and regulatory committees as presented at C-552-3.5, Appendix A for a one-year term effective January 1, 2023.

CARRIED

There were no comments or questions related to consent agenda item 3.3 Engineers Canada Directors Report or 3.4 Governance Committee Reports.

Moved by Councillor Chiddle, seconded by Councillor Arenja:

That Council move in-camera.

CARRIED

There being no further business the open session meeting concluded.

These minutes consist of 14 pages and minutes 12491 to 12504 inclusive.

N. Colucci, P.Eng., Chair

M. Solakhyan, Director, Governance

Briefing Note – Information

C-555-2.2

ENGINEERS CANADA DIRECTORS REPORT

Purpose: To provide an update on the activities of Engineers Canada.

An update on the Engineers Canada activities is provided in Appendix A.

Appendices:

Appendix A – February 2023 Update

Here is how we're advancing Canadian engineering through national collaboration:

On Monday, the **Canadian Engineering Qualifications Board** met virtually to advance their work and ensure that items could be moved forward for Board approval in May. The meeting involved a higher volume of approvals than normal, which stems in part from the culmination of several years' work on two new guidelines. Highlights from the meeting included the approval of three documents that will now go for the Engineers Canada Board approval in May:

- The new Guideline on Indigenous consultation and engagement
- The Feasibility study on alternative methods of academic assessment for non-CEAB applicants, and
- The revised Guideline on good character

A fourth document, the Software Engineering paper, is expected to be approved secretarially this quarter so that it too can be presented for Board approval in May.

The Qualifications Board also approved one document for consultation: a Draft General direction on duty to report and gave final approval for two syllabi to be posted on the Engineers Canada website on mechanical and electrical engineering.

The CEQB thanks the regulator staff and Engineers Canada directors who participated in the meeting. Your support and interest is important to us, as we continue with our goal of fostering meaningful, national conversations about engineering regulation and practice that allow us to advance Canadian engineering together.

- Also on Monday, the **CEO Group** met with representatives from Engineering Deans Canada (deans Deluzio, Kresta, and Nicell) to continue their generative discussions about potential areas for collaboration beyond accreditation. The topic of this discussion was *Recruitment, education, and entry into the profession*. The group discussed how they might work together to reduce leaks in this "pipeline", especially for women.
- On Wednesday, as part of **Core purpose 8 (CP8): Fostering recognition of the value of the profession and sparking an interest in the next generation of engineers**, Kim Bouffard participated in the **Future City Experience 2023** virtual kick-off and live Q&A event. The Future City Experience is a free project-based learning program where Canadian students in grades 6, 7, and 8 imagine, research, design, and build cities of the future. Each year, students are presented with a different theme and work in teams, guided by an educator and also a volunteer engineering mentor. This year's theme is: A Waste-Free Future. More information is at this [link](#).
- Yesterday, the latest edition of **Engineering Matters** was published. We featured articles on kicking off Black History Month with a list of virtual events happening this month, the Futures of Engineering Accreditation project's report from their recent foresight session, and a call for two new members for the Canadian Engineering Accreditation Board (CEAB). Read more at engineerscanada.ca/news.

- The **CEAB** meets today and tomorrow in Ottawa. Key agenda items include:
 - Updates from Engineering Deans Canada, Canadian Federation of Engineering Students, Engineers Canada Board, and on the 2022-2024 Strategic Plan
 - Consideration of the proposal to resolve accreditation barriers to students going on international exchange
 - Consideration of the Policies & Procedures Committee's 2023 workplan
 - Two accreditation decisions resulting from recent visits
- In support of **Strategic Priority 1.3 – Support regulation of emerging areas** Engineers Canada is seeking feedback on the General direction on Energy engineering. The Research paper aims to provide Canadian engineering regulators with comprehensive information about the emerging practice of energy engineering, current developments in the field, and important trends related to the “energy transition”. Please send feedback to Kyle Smith, Manager, Regulatory Research and International Mobility at kyle.smith@engineerscanada.ca by February 17, 2023.
- The **Qualifications Board** is consulting Regulators on changes made to the:
 - Complementary studies syllabus
 - Chemical engineering syllabus
 - Mechatronics engineering syllabus.

The consultation closes on February 22. Feedback and questions can be directed to Alison Peverley, Coordinator, Qualifications at Alison.Peverley@engineerscanada.ca.

- As part of our work on **Core purpose 8 (CP8): Fostering recognition of the value of the profession and sparking an interest in the next generation of engineers**, nominations for the 2022-2023 **Engineers Canada scholarships** are now open. More information and nominations forms are [available on our website](#). Deadline for all nominations is Monday, March 6, 2023.
- The date has now passed to register for the Engineers Canada 2023 Winter Meetings. Engineers Canada Directors are encouraged to review the [microsite](#) for schedule and meeting details. Anyone who has not yet registered or booked their rooms and wish to attend the meetings, either in person or virtually, should contact boardsupport@engineerscanada.ca for assistance.
- Last week, a calendar invitation with details about the **April 5, 2023**, Board meeting was sent to Board members and Direct Reports, Chief Executive Officers, Presidents, CFES, EDC and Engineers Canada staff. Please accept the invitation if you plan to attend the meeting, or decline if sending regrets, prior to **March 29**. The meeting will be conducted virtually.

Bonjour à toutes et à tous. Voici comment nous avons fait avancer le génie canadien grâce à la collaboration nationale :

Lundi, le **Bureau canadien des conditions d'admission en génie (BCCAG)** s'est réuni virtuellement pour faire avancer ses travaux et s'assurer que certains de ses produits pourront être soumis à l'approbation du conseil en mai. La réunion a comporté un volume d'approbations plus important que d'habitude, ce qui s'explique en partie par l'aboutissement de plusieurs années de travail sur deux nouveaux guides. Parmi les points saillants de la réunion, mentionnons l'approbation de trois documents qui seront soumis à l'approbation du conseil d'Ingénieurs Canada en mai :

- Le nouveau Guide sur la consultation et la mobilisation des Autochtones
- L'Étude de faisabilité d'autres méthodes d'évaluation des candidats issus de programmes non agréés par le BCAPG
- La version révisée du Guide sur la bonne moralité

Un quatrième document, le document sur le génie logiciel, devrait être approuvé par simple échange de correspondance ce trimestre afin de pouvoir être soumis à l'approbation du conseil en mai.

Le BCCAG a également approuvé un document pour consultation, soit l'ébauche d'orientation générale sur le devoir de dénoncer les actes répréhensibles, et a donné son approbation finale à deux programmes d'examens – de génie mécanique et de génie électrique – qui seront publiés dans le site Web d'Ingénieurs Canada.

Le BCCAG remercie le personnel des organismes de réglementation et les administrateurs et administratrices d'Ingénieurs Canada qui ont participé à la réunion. Votre soutien et votre intérêt sont importants pour nous, car ils contribuent à la réalisation de notre objectif de susciter des conversations nationales significatives sur la réglementation et l'exercice du génie qui nous permettent de faire progresser ensemble le génie canadien.

- Lundi également, le **Groupe des chefs de la direction** a rencontré des représentants de Doyennes et doyens d'ingénierie Canada (les doyens Deluzio, Kresta et Nicell) pour poursuivre leur discussion générative sur les domaines potentiels de collaboration au-delà de l'agrément. Le sujet de cette discussion était *le recrutement, la formation et l'admission à la profession*. Le groupe a discuté de la façon dont il pourrait collaborer pour réduire les fuites dans ce « pipeline », en particulier pour les femmes.
- Mercredi, dans le cadre de nos travaux en lien avec l'**Objectif fondamental 8 (OF8) : Favoriser la reconnaissance de la valeur de la profession et de son apport à la société afin de susciter l'intérêt de la prochaine génération de professionnels**, Kim Bouffard a participé au lancement virtuel et à la séance de questions-réponses en direct de l'**Expérience Ville du futur 2023**. Dans le cadre de Ville du futur, un programme gratuit d'apprentissage axé sur les projets, les élèves de la 6^e à la 8^e année (premier cycle du secondaire) doivent imaginer, concevoir et construire des villes de demain. Chaque année, on présente un nouveau thème aux élèves, qui travaillent en équipes et sont encadrés par un enseignant ou une enseignante et une personne bénévole spécialisée en génie. Le thème de cette année est « Un avenir sans déchets ». Vous trouverez de plus amples informations à ce sujet [ici](#).

- Hier, le bulletin bimensuel **Parlons génie** a été publié. Vous y trouverez des articles sur le lancement du Mois de l'histoire des Noirs, avec une liste d'événements virtuels qui se déroulent ce mois-ci, et sur le rapport du projet Avenir de l'agrément en génie concernant sa récente séance de prospective, ainsi qu'un appel du Bureau canadien d'agrément des programmes de génie (BCAPG) pour recruter deux nouveaux membres. Pour en savoir plus, vous pouvez consulter <https://engineerscanada.ca/fr/nouvelles-et-evenements/nouvelles>.
- Le **BCAPG** se réunit aujourd'hui et demain à Ottawa. Les principaux points à l'ordre du jour sont les suivants :
 - Comptes rendus de la part de Doyennes et doyens d'ingénierie Canada (DDIC), de la Fédération canadienne étudiante de génie (FCEG), du conseil d'Ingénieurs Canada et sur le Plan stratégique 2022-2024.
 - Examen de la proposition visant à résoudre la question des obstacles liés à l'agrément qui empêchent la participation des étudiants à des programmes internationaux d'échanges
 - Examen du plan de travail 2023 du Comité des politiques et des procédures
 - Prise de deux décisions d'agrément découlant de visites récentes
- À l'appui de la **Priorité stratégique 1.3 : Soutenir la réglementation des nouveaux domaines d'exercice du génie**, Ingénieurs Canada sollicite des commentaires sur le document d'orientation générale sur le génie énergétique. Le document de recherche vise à fournir aux organismes canadiens de réglementation du génie des renseignements complets sur la pratique émergente du génie énergétique, les nouveautés dans le domaine et les principales tendances liées à la transition énergétique. Veuillez faire parvenir vos commentaires à Kyle Smith, gestionnaire, Recherche réglementaire et Mobilité internationale, à kyle.smith@ingenieurscanada.ca, d'ici le 17 février 2023.
- Le **Bureau des conditions d'admission** mène une consultation auprès des organismes de réglementation sur les modifications apportées aux programmes d'examens suivants :
 - Programme d'examens sur les études complémentaires
 - Programme d'examens de génie chimique
 - Programme d'examens de génie mécatronique

La consultation prend fin le 22 février. Vous pouvez envoyer vos questions et commentaires à Alison Peverley, coordonnatrice, Compétences professionnelles, à Alison.Peverley@ingenieurscanada.ca.

- Dans le cadre de notre travail au titre de l'**Objectif fondamental 8 (OF8) : Favoriser la reconnaissance de la valeur de la profession et susciter l'intérêt de la prochaine génération de professionnels**, la période de mise en candidature pour les **bourses d'études 2022-2023 d'Ingénieurs Canada** est maintenant ouverte. Pour en savoir plus et pour accéder aux formulaires de candidature, consultez notre [site Web](#). La date limite de dépôt des candidatures est le lundi 6 mars 2023.

- La période d'inscription aux réunions d'hiver 2023 d'Ingénieurs Canada est maintenant close. Les membres du conseil d'Ingénieurs Canada sont invités à consulter le [microsite](#) pour connaître l'horaire et les détails des réunions. Toute personne qui ne s'est pas encore inscrite ou n'a pas encore réservé sa chambre d'hôtel et qui souhaite assister aux réunions, en personne ou virtuellement, doit contacter boardsupport@engineerscanada.ca pour obtenir de l'aide.
- La semaine dernière, une invitation de calendrier contenant des renseignements sur la réunion du conseil du **5 avril 2023** a été envoyée aux membres et aux subordonnés directs du conseil, aux chefs de la direction, aux président.e.s, à la FCEG, à DDIC et au personnel d'Ingénieurs Canada. Veuillez accepter l'invitation si vous prévoyez assister à la réunion, ou la décliner si vous êtes dans l'impossibilité d'y participer, avant le **29 mars**. La réunion se tiendra virtuellement.
- Le mot de la fin – *Quand votre travail se passe de commentaires, n'en rajoutez pas.*

Bonne fin de semaine à toutes et à tous!

Briefing Note – Information

C-555-2.3

GOVERNANCE COMMITTEE REPORTS

Purpose: To inform Council of the recent activities of the four governance committees.

Motion(s) to consider:

none required

The reports submitted by the governance committees chairs are included as appendices to this briefing note.

Appendices:

App A – Chair’s Report - Audit and Finance Committee (AFC) – attached

App B – Chair’s Report - Governance and Nominating Committee (GNC) – attached

App C – Chair’s Report - Human Resources and Compensation Committee (HRCC) – attached

App D – Chair’s Report - Regulatory Policy and Legislation Committee (RPLC) – attached

C-555-2.3 – Appendix A

Committee
Name: **Audit
and Finance
Committee
(AFC)**

WHEN:
10/18/2022

NEXT MEETING:
03/16/2023

AFC Summary Report to Council – February 24, 2023

| # | WHAT | Items discussed | WHO (Assigned to) | WHEN (Next Steps) | Status ¹ |
|---|--|---|----------------------|---|---------------------|
| 1 | 2023 Draft Operating and Capital Budgets | Final review of draft operating and capital budgets for recommendation to Council. | PEO Staff | Approved at Council's 11/25/2022 meeting | Complete |
| 2 | 2023 Borrowing Resolution | Review of Borrowing Resolution for recommendation to Council. | PEO Staff | Approved at Council's 11/25/2022 meeting | Complete |
| 3 | 2022 Audit Plan | Committee met with Deloitte at October 18, 2022 who presented their 2022 Audit Plan for review. | PEO Staff/Deloitte | Audit currently underway by Deloitte. AFC to review 2022 Draft Audited Financial Statements at March 16, 2023 meeting | Continue |

¹ Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue
pg. 1

GNC Summary Report to Council – February 24, 2023

| <p>Committee Name: Governance & Nominating (GNC)</p> <p>WHEN: 01/19/2023; 02/06/2023</p> <p>WHAT:</p> <ol style="list-style-type: none"> Governance Roadmap (Phase 4): Risk Assessment – Non-Chapter & Chapter “Neither” Activities Council Elections Process Review Council Remuneration Framework Implementing Governance Directions: Non-Governance Committees Councillor Training Protocol <p>NEXT MEETINGS: 03/13/2023; 04/10/2023</p> | # | WHAT | Items discussed | WHO (Assigned to) | WHEN (Next Steps) | Status ¹ |
|--|----|--|--|-----------------------|--|---------------------|
| | 1a | Governance Roadmap (Phase 4): Update on Risk Assessment for Non-Chapter “Neither” Activities | Committee received information outlining recommendations related to the Order of Honour, and several committee and task force activities. Committee passed motions recommending Council approval. | PEO Council and Staff | 02/24/2023 Council meeting (for approval) | Continue |
| | 1b | Governance Roadmap (Phase 4): Update on Risk Assessment for Chapter “Neither” Activities | Final report that RCC submitted to GNC on Jan 19 and that Council reviewed at its Jan 27 plenary is an agenda item at the upcoming February regional congresses running from Feb 1 through 22. The recommendations will be discussed and volunteer input provided. After the regional congresses, this feedback will be included in the Decision Briefing Note for the March 31 Council meeting. | RCC & PEO Staff | 03/31/2023 Council meeting (for approval) | Continue |
| | 2 | Council Elections Process Review | Committee reviewed current election process vis-à-vis principles that comprise an Election Integrity Framework to identify areas of improvement to meet those standards, with a view to enhancing confidence in PEO’s electoral system. Committee provided feedback on 12 issues within the framework and made recommendations on 11 issues for Council’s endorsement. | PEO Council and Staff | 02/24/2023 Council meeting (for endorsement) | Continue |
| | 3 | Council Remuneration Framework | Committee reviewed and discussed potential options for a remuneration framework at PEO for those exercising functions required by the Act (beginning with Council members), followed by other types of volunteers. Committee recommending that Council direct staff to undertake further broad exploration and study, including a variety of options and models based on those used by other regulators, on the <i>Council Remuneration Framework</i> with a report back to the GNC and ultimately Council for further consideration. | PEO Council and Staff | 02/24/2023 Council meeting (for approval) | Continue |
| | 4 | Implementing Governance Directions: Non-Governance Committees | GNC reviewed amendments to terms of reference of the ARC and the ERC; and considered making changes to the structure of non-statutory non-governance committees to fully implement Council’s decisions made in March 2021. Agreed to next steps. | PEO Staff | 03/31/2023 Council meeting (for approval) | Continue |
| | 5 | Councillor Training Protocol | Council approved a <i>Councillor Training Protocol</i> to set out the administrative process to manage Councillors’ requests. Communication to Councillors occurred on Jan 17, 2023. | PEO Staff | Approved at 11/25/2022 Council meeting | Complete |

¹ Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

C-555-2.3 – Appendix C

Committee Name:
Human Resources
& Compensation
(HRCC)

WHEN:
12/09/2022;
02/02/2023

WHAT:
1. WVHP
2. Whistle-
blower Policy
3. Risk Registry

NEXT 2
MEETINGS:
03/16/2023;
04/20/2023

HRCC Summary Report to Council – February 24, 2023

| # | WHAT | Items discussed | WHO (Assigned to) | WHEN (Next Steps) | Status ¹ |
|---|---|---|----------------------|--|---------------------|
| 1 | Workplace Anti-Violence and Harassment Policy (WVHP) | Committee updated that work is underway to develop a proposal for the necessary changes to the Workplace Anti-Violence and Harassment Policy as it relates to volunteers. Anticipated that this item will be reviewed and discussed at the next scheduled HRCC meeting. | PEO Staff | WVH Policy: 03/16/2023 HRCC meeting | Continue |
| 2 | Safe Disclosure ("Whistleblower") Policy: Implementation Update | Committee advised that the Safe Disclosure ("Whistleblower") Policy approved by Council at its November 25, 2022 meeting is in effect. | PEO Staff | N/A | Complete |
| 3 | Risk Registry | Committee advised that staff is working to develop Risk Registries for each of the four governance committees. Format and evaluation criteria will be standardized across committees, while risks and the mitigation strategies may differ. Each committee will review and update its own Risk Register on a regular basis. Anticipated that this item will be reviewed and discussed at the next scheduled HRCC meeting. | PEO Staff | 03/16/2023 HRCC meeting | Continue |

¹ Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

RPLC Summary Report to Council – February 24, 2023

C-555-2.3- Appendix D

| Committee Name: Regulatory Policy and Legislation Committee (RPLC) | # | WHAT | Items discussed | WHO (Assigned to) | WHEN (Next Steps) | Status ¹ |
|--|---|--|---|--------------------|---|---------------------|
| | 1 | Policy Development Framework | Committee reviewed a proposed Policy Development Framework (the framework) setting out the principles that PEO will follow when preparing new regulatory initiatives and proposals and when managing and evaluating existing ones. Consists of 5 key principles: Proportionate; Evidence-informed; Participatory and Dynamic; Equitable and Inclusive; and Transparent and Accountable. Each was reviewed in the context of how it will work in practice and its accompanying mechanisms/tools/methodologies, including Regulatory Impact Assessment (RIA) tool. Committee made suggestions for changes to the next iteration of the framework. | PEO Staff | RPLC to review 2 nd draft of framework and relevant tools at its March 10, 2023 meeting. | Continue |
| | 2 | FARPACTA: Operational Update | Committee received an operational update for the period Nov 2022 to July 2023, including the approval of a communications plan and ongoing stakeholder engagement; and launching application review and finalizing testing of the new system. Committee discussed: need for more information and risk-based discussions as it relates to beta-testing the application process; and experience verification. | PEO Staff | Ongoing – report at next RPLC meeting on March 10. | Continue |
| | 3 | Standards and Practice Guidelines | Committee received a status update on 6 regulatory projects being undertaken by the Practice Standards Committee (PSC), including potential next steps that would involve RPLC's input and oversight. Discussion about the differences between guidelines and standards; achieving the appropriate balance between compliance and flexibility; developing documents that are more user-friendly, consistent, and with national harmonization in mind; and timelines/calendarizing so that review and approvals occur without undue delay. | RPLC and PEO Staff | Ongoing | Continue |
| | 4 | Impact of FARPACTA Decisions re: Academic and Experience Requirements to Apply for Licensure | Discussion of the risks associated with Council's Nov 2022 decisions regarding academic and experience requirements to apply for licensure, and the critical importance for PEO to develop short- and long-term strategies to address the negative impacts, including: suspension of Engineering Intern Program for new applicants; slowed progress of the 30x30 initiative; misalignment with other Canadian jurisdictions. Risks and potential solutions were raised and these require more research and discussion. | RPLC and PEO Staff | Ongoing | Continue |

WHEN:

02/10/2023

WHAT:

1. Policy Development Framework

2. FARPACTA: Operational Update

3. Standards and Practice Guidelines Update

4. Impact of FARPACTA Decisions

NEXT MEETINGS:

03/10/2023;
04/14/2023¹ Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

Briefing Note – Decision

C-555-2.4

CHANGES TO THE 2023 COMMITTEES MEMBERSHIP LISTS

Purpose: To appoint chairs to the Academic Requirements Committee (ARC), Consulting Engineers Designation Committee (CEDC) and to inform Council of other in-year changes to the *2023 Committees Membership Lists*.

Motion(s) to consider: (requires a simple majority of votes cast to carry)

That Council appoint chairs to the Academic Requirements Committee (ARC) and Consulting Engineers Designation Committee (CEDC) as presented to the meeting at C-555-2.4, Appendix A.

Prepared by: Karen Tull – Coordinator, Volunteer Relations

Moved by: Christian Bellini, P.Eng.

1. Need for PEO Action

Subsections 40.(1) and 62.(1) of the *Regulation 941/90* of the *Professional Engineers Act* require that the chairs of the Academic Requirements Committee (ARC) and Consulting Engineer Designation Committee (CEDC) be appointed by Council. The proposed chairs were elected by the respective committees and are presented for Council's approval/appointment in *Appendix A*.

Appendix B is presented for information only and outlines other changes to the *2023 Committees Membership Lists*.

2. Next Steps (if motion approved)

The *2023 Committees Membership Lists* will be updated accordingly. Resigned members will receive digital *Certificates of Appreciation* in accordance with the protocol.

3. Appendices

- Appendix A – Names of chairs proposed for appointment to ARC and CEDC
- Appendix B – Other changes to the *2023 Committees Membership Lists*.

Changes to the 2023 Committees Membership Lists

555th Council Meeting

C-555-2.4
Appendix A

Proposed ARC and CEDC chairs (elected by the committee):

| First/Last Name | Term of Service | Committee / Task Force |
|--------------------------|-------------------------------|--|
| Waguih ElMaraghy, P.Eng. | 2 nd one-year term | Academic Requirements Committee (ARC) |
| Matt Weaver, P.Eng. | 1 st one-year term | Consulting Engineer Designation Committee (CEDC) |

Changes to the 2023 Committees Membership Lists**555th Council Meeting**C-555-2.4
Appendix B**Other changes – Chair/Vice Chair (elected by the committee):**

| First/Last Name | Term of Service | Committee / Task Force |
|-------------------------|-------------------------------|---|
| Judith Dimitriu, P.Eng. | 1 st one-year term | Academic Requirements Committee (ARC) Vice Chair |
| Gordon Ip, P.Eng. | 1 st one-year term | Enforcement Committee (ENF) Chair |
| Indra Maharjan, P.Eng. | 1 st one-year term | Enforcement Committee (ENF) Vice Chair |

Other changes - Resignations/Retirements:

| First/Last Name | Service Dates | Committee / Task Force |
|------------------|-----------------|--|
| J. Allen Steward | 2014- Aug 2022 | Academic Review Committee (ARC) |
| Barna Szabados | 2000 – Aug 2022 | Academic Review Committee (ARC) |
| Bob Donny | 1998 – Dec 2022 | Academic Review Committee (ARC) |
| Michael Hulley | 2017 – Dec 2022 | Academic Review Committee (ARC) |
| Richard Kamo | 2017 – Dec 2022 | Consulting Engineer Designation Committee (CEDC) |
| Stephen Georgas | 2012 - Dec 2022 | Enforcement Committee (ENF) |
| Neil Kennedy | 2013 – Dec 2022 | Professional Standards Committee (PSC) |
| Jim Lowe | 2018 – Dec 2022 | Professional Standards Committee (PSC) |
| Asif Rashid | 2020 – Dec 2022 | Registration Committee (REC) |

Briefing Note – Information

C-555-3.1

PRESIDENT'S REPORT

Purpose: To inform Council of the recent activities of the President.

Motion(s) to consider:

none required

President Colucci will provide a report on his recent PEO activities, followed by discussion.

Briefing Note – Information

C-555-3.2

CEO/REGISTRAR'S REPORT

Purpose: To present the CEO/Registrar's Report.

No motion required.

Prepared by: Dale Power, Secretariat Administrator

The CEO/Registrar's Report is attached as Appendix A.

C-555-3.2
Appendix A



Professional Engineers
Ontario

CEO/ REGISTRAR UPDATE

FEBRUARY 24, 2023

CEO/REGISTRAR UPDATE



It is my pleasure to provide PEO's 2022–2023 Council with my first CEO/registrar's update. Over the last two months, I have enjoyed meeting many PEO councillors, fellow CEO/registrars of Canada's provincial and territorial regulators and engineering deans. I am building a network of support that I trust will be of invaluable importance as I forge ahead on implementing PEO's 2023–2025 strategic plan.

As part of PEO's external relations strategy, I recently met with the Ontario Fairness Commissioner, Irwin Glasberg, LLB, to discuss the merits of *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACKTA) and the progress PEO has made to update its licensing application process. I am encouraged by his support, and I look forward to working with The Office of the Fairness Commissioner as we continue to meet the requirements of FARPACKTA.

I made it my mission to meet all the PEO staff within my first 60 days. We hosted our first staff town hall of the year on February 9, when staff were updated on the 2023–2025 strategic plan, updated on major projects and celebrated for their achievements and milestones. I am energized by the positivity that I've felt from staff since day one. There is a strong culture of teamwork, respect and compassion that makes for a solid foundation on which to build PEO's future.

I am grateful to my predecessor, Johnny Zuccon, P.Eng., FEC, for his support and advice during my onboarding and transition into my new role. Johnny leaves a legacy of strong leadership and unwavering commitment.

In all the onboarding, networking and team building, I have remained laser focused on ensuring that PEO's strategic plan, and all its goals and objectives, remain a top priority for our staff team. We have an ambitious set of goals to deliver on over the next three years, and the team is committed to working expeditiously on developing an operating plan that will enable us to meet our targets, and I will continue to provide Council with regular updates on progress being made on the strategic plan.

JENNIFER QUAGLIETTA, MBA, P.ENG., ICD.D
CEO/REGISTRAR



TRANSFORMATIONAL PILLARS

PEO will continue to align its strategic work to three previously established pillars.

Operational effectiveness

PEO is committed to becoming a more effective regulator by improving its operations.

Organizational alignment

An effective regulator requires a strong, professional staff. PEO is continuing to address its staff organizational structure to ensure it has the appropriate capacity and agility to achieve its regulatory objectives.

Governance renewal

PEO is committed to ensuring appropriate direction and control under the auspices of its Council, which adheres to PEO's strategic priorities and regulatory mandate.

2

OUR STRATEGIC GOALS

Our goals and accompanying strategic priorities define what success looks like and describe the specific work we will undertake to drive our mandate and mission. Specific strategies and action plans, with targeted completion dates, will flow from these goals and priorities.

Improve PEO's licensing processes without compromising public safety

We will do this by:

- Enhancing the application process so that it is fair, transparent, accessible and efficient and maintains competency and complies with FARPACTA by July 1, 2023;
- Reviewing licensing business processes and incorporating changes to improve efficiency without sacrificing public safety or information security by January 1, 2025; and
- Ensuring all licensing activities reflect the values of equity, diversity and inclusion.

Optimize organizational performance

We will do this by:

- Updating and developing standards and practice guidelines;
- Ensuring adequate IT infrastructure, improving our capacity to collect and manage data; and
- Reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion.

Implement a continuous governance improvement program

We will do this by:

- Improving orientation for councillors and PEO's executive leadership team;
- Ensuring committees and Council have the necessary evidence to support quality decision-making; and
- Establishing metrics for governance performance, which includes principles of equity, diversity and inclusion by spring 2023 and implementing an annual review.

Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO

We will do this by:

- Facilitating meaningful dialogue with members and other stakeholders;
- Undertaking required research; and
- Developing a proposed vision for consultation.

10



STRATEGIC PLAN

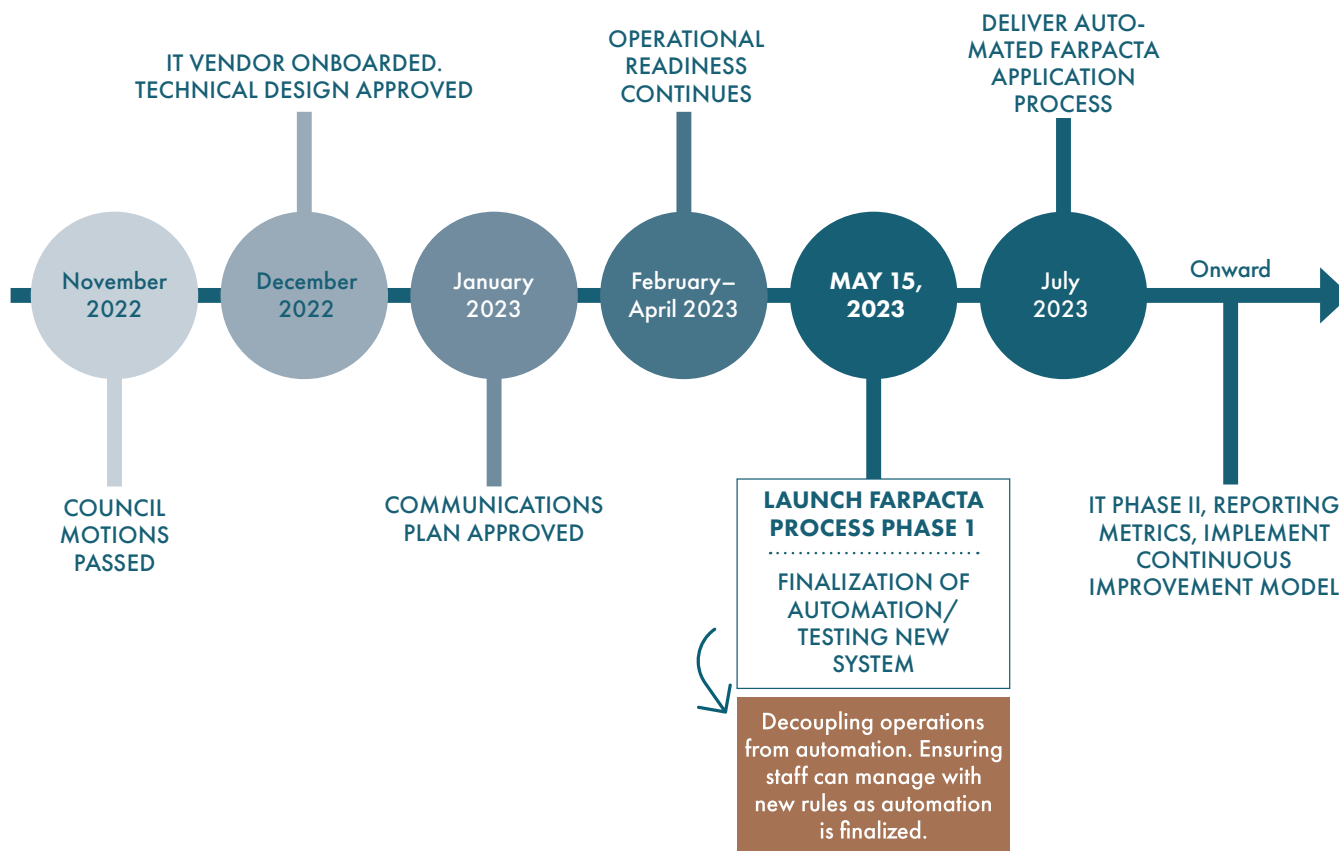
As articulated in the vision statement, PEO aspires to become a professional, modern regulator that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that serve and protect the public interest. How we will get there is defined by our mission statement, Transformational Pillars and our four goals as outlined in the 2023–2025 strategic plan.

The foundation of the 2023–2025 Strategic Plan is rooted in PEO's commitment to a transformation that began in 2018 and builds on the success of PEO's 2020–2022 plan. Our goals and priorities

emphasize modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders all with the intention of guiding PEO's decisions and shaping our future for the long term.

What we want to achieve as a regulator over the next three years is ambitious and an unprecedented amount of change, but the work is underway, and we are making good progress.

FARPACTA PROCESS ROLLOUT



FARPACTA UPDATE

We are working to implement the operational changes required to meet the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) timelines. This is in accordance with the policy decisions made by Council in November 2022. As councillors are aware, the changes are intended to satisfy a key FARPACTA requirement—a registration decision within six months of receiving a completed application—by emulating as closely as possible the application of criteria formerly applied after an application for licensure had been received. We have informed PEO's stakeholders that the new licencing application process will be in effect on May 15, 2023. The adoption of an automated approach will take place in time to meet the July 1, 2023, deadline. Further communications and updates are planned for the coming weeks.

As per the new rules, applicants must have either an engineering degree accredited by the Canadian Engineering Accreditation Board or a bachelor's degree in an engineering program included in the International Institutions and Degrees Database (IIDD) together with successful completion of a confirmatory examination program. The applicant must also have completed a competency-based assessment, including ethics indicators, to demonstrate they have sufficient experience to meet the generally accepted standards of practical skill, as required by the regulations under the *Professional Engineers Act*.

MANDATORY CONTINUING PROFESSIONAL DEVELOPMENT UPDATE (PEAK PROGRAM)

Section 51.2 of Regulation 941 of the *Professional Engineers Act* took effect on Sunday January 1, 2023. This new section of the regulation outlines continuing education and professional development requirements for licence holders, as well as enforcement measures available to PEO. Consequently, PEO now has a mandatory requirement for its licence holders to engage in continuing professional development (CPD).

As Council is aware, PEO is administering the requirements of section 51.2 through a mandatory CPD reporting program called the Practice Evaluation and Knowledge (PEAK) program, which had been piloted on a volunteer basis for more than five years.

The mandatory version of the PEAK program is being deployed in increments:

• Phase 1—January 1, 2023

Implementation of the mandatory PEAK, which includes updating the three elements of the program, reconfiguring the program to run on the calendar year for everyone, operating the program on an enhanced IT information system and incorporating automated notifications to licence holders.

PEO will not be enforcing the program in this first year of the mandatory requirement. This approach allows licence holders to ease into the new requirement, familiarize themselves with the enhanced PEAK information system and to adjust to the calendar-based timeline.

This first year will also allow us to collect preliminary data for benchmarking purposes and to collect constructive feedback from our stakeholders, including Council. The feedback will be valuable as we refine the program for phase 2.

• Phase 2—January 1, 2024

Incorporating refinements to the PEAK program based on stakeholder feedback and operational reviews conducted in Phase 1.

Beginning in 2024, PEO may begin, at the discretion of the registrar, to administratively suspend licences for non-compliance as well as audit PEAK program submissions, as stated in section 51.2.

The registrar will exercise their authority to determine when PEO will start enforcing the mandatory CPD requirement. Procedures for suspensions, auditing and possible exemptions are currently being developed and details will be communicated as soon as they become available.

• Phase 3—Date to be determined

Ongoing refinements to the PEAK program as required. This will involve monitoring of compliance data, addressing any technical issues, consideration and strategic implementation of user feedback, continuously updating communications tactics and providing timely and responsive support efforts.

In 2023, approximately 90,000 licence holders are required to complete the PEAK program.

As of mid-February, 65 per cent have completed their first two elements, which were due January 31; and 72 per cent have started the program.

For context, in the final year of the voluntary version of the PEAK program, approximately 17 per cent of licence holders completed the necessary elements. Implementation of the mandatory PEAK program is also reinforcing the need for PEO to work with licence holders to ensure their contact information is up to date. The program requirements, as with most PEO regulatory activities, relies on correspondence with licence holders exclusively by email. Missing and invalid addresses from licence holder records interfere with the success of our regulatory activities. Approximately 1200 licence holders have not provided PEO with an email address, while others are suspected to have invalid email addresses on file. This supports the need to strengthen PEO's policy on communicating with licence holders via email.

All aspects of the program are being continually monitored with an aim of seeking opportunities for improvement that will ensure the program meets the needs of licence holders while upholding PEO's public interest mandate. Council will continue to be updated on the progress of the program's rollout and your comments and suggestions are always welcome.

Figure 1: P.Eng. and licence holders who have participated in the first two segments of PEAK

| INDIVIDUALS WHO: | JANUARY 1–31, 2023 | JANUARY 1–FEBRUARY 15, 2023 |
|---|---------------------|-----------------------------|
| Must complete PEAK this year: | About 90,000 | Almost 90,000 |
| Already completed the first two elements: | 58 per cent | 65 per cent |
| Started PEAK this year: | 60 per cent | 72 per cent |
| Declared as practising: | 76 per cent | 76 per cent |
| Declared as non-practising: | 22 per cent | 24 per cent |

LICENSING

There was a nominal increase in 2022 for both the number of applicants and the number of licence approvals, as compared to 2021. The introduction of the online licence application affected the reporting of total applicants for September and November of 2022,

as it included unpaid applicants as of that date. The year-end numbers for 2022 have been corrected and correspond only to paid applications.

Figure 2: Breakdown of P.Eng. licence applications received, January–December 2021 and 2022

| Year | Applications Received Jan-Dec 2021 | | | | | | | Applications Received Jan-Dec 2022 | | | | | | | % change |
|---------------|------------------------------------|------------|-------------|------------|-------------|-------------|-------------|------------------------------------|------------|-------------|------------|-------------|-------------|-------------|-------------|
| Gender | Female | | Male | | Unspecified | | Totals | Female | | Male | | Unspecified | | Totals | Totals |
| | (#) | (%) | (#) | (%) | (#) | (%) | (#) | (#) | (%) | (#) | (%) | (#) | (%) | (#) | |
| CEAB | 588 | 20% | 2301 | 80% | 4 | 0.1% | 2893 | 838 | 21% | 3115 | 79% | 15 | 0.4% | 3968 | 37.2% |
| Non-CEAB | 847 | 17% | 4063 | 83% | 13 | 0.3% | 4923 | 633 | 16% | 3385 | 84% | 9 | 0.2% | 4027 | -18.2% |
| Totals | 1435 | 18% | 6364 | 81% | 17 | 0.2% | 7816 | 1471 | 18% | 6500 | 81% | 24 | 0.3% | 7995 | 2.3% |

| Year | P.Eng. Licences Approved Jan-Dec 2021 | | | | | | | P.Eng. Licences Approved Jan-Dec 2022 | | | | | | | % change |
|---------------|---------------------------------------|------------|-------------|------------|-------------|-------------|-------------|---------------------------------------|------------|-------------|------------|-------------|-------------|-------------|------------|
| Gender | Female | | Male | | Unspecified | | Totals | Female | | Male | | Unspecified | | Totals | Totals |
| | (#) | (%) | (#) | (%) | (#) | (%) | (#) | (#) | (%) | (#) | (%) | (#) | (%) | (#) | |
| CEAB | 478 | 20% | 1867 | 80% | 1 | 0.0% | 2346 | 611 | 19% | 2622 | 81% | 5 | 0.2% | 3238 | 38% |
| Non-CEAB | 182 | 16% | 968 | 84% | 0 | 0.0% | 1150 | 259 | 17% | 1261 | 83% | 0 | 0.0% | 1520 | 32% |
| Totals | 660 | 19% | 2835 | 81% | 1 | 0.0% | 3496 | 870 | 18% | 3883 | 82% | 5 | 0.1% | 4758 | 36% |

Figure 3: Breakdown of P.Eng. licence applications approved, January–December 2021 and 2022

| | P.Eng. Licences Approved Jan-Dec 2021 | | P.Eng. Licences Approved Jan-Dec 2022 | | % change |
|---------------------------|---------------------------------------|------------------------|---------------------------------------|------------------------|----------|
| | # Applicants | Average licensing time | # Applicants | Average licensing time | |
| CEAB applicants | 1795 | 1282 days | 2503 | 1293 | 0.86% |
| Non-CEAB applicants | 636 | 1160 days | 807 | 1242 | 7.07% |
| Confirmatory exam program | 109 | 1699 days | 109 | 2346 | 38.1% |
| Specific exam program | 42 | 2410 days | 51 | 2696 | 11.8% |
| Interprovincial Transfers | 798 | 120 days | 1131 | 99 | -17.5% |
| Reinstatements | 117 | 77 days | 158 | 69 | -10.4% |

Figure 4: Average process times for P.Eng. licence approvals, January–December 2021 and 2022

ARC REVIEWS

Staff have been working closely with the chairs of Academic Requirements Committee to manage the current surge in new application files. The accumulated inventory of applications requiring ARC review at the end of January is over 1300 files, in part because of the need for discipline-specific assessments.

ERC REVIEWS

An average of 67 ERC recommendations were made per month between August 2022 and January 2023. At this juncture, the time to clear the anticipated backlog for ERC matters is estimated to be approximately 11 months.

COMPLAINTS

The number of open active complaint files remains higher than the last three years, with an approximate 30 per cent increase in the number of open active complaints. Because of the nature of the matters currently under investigation, volumes are currently manageable; however, a vacant investigator position is currently being

recruited for. Processing times have also been impacted, however this is largely due to response times by complainants, respondents and third parties impacted during COVID related shutdowns. See Figure 5.

COMPLAINT FILE PROCESSING TIMES (12-MONTH ROLLING AVERAGE)

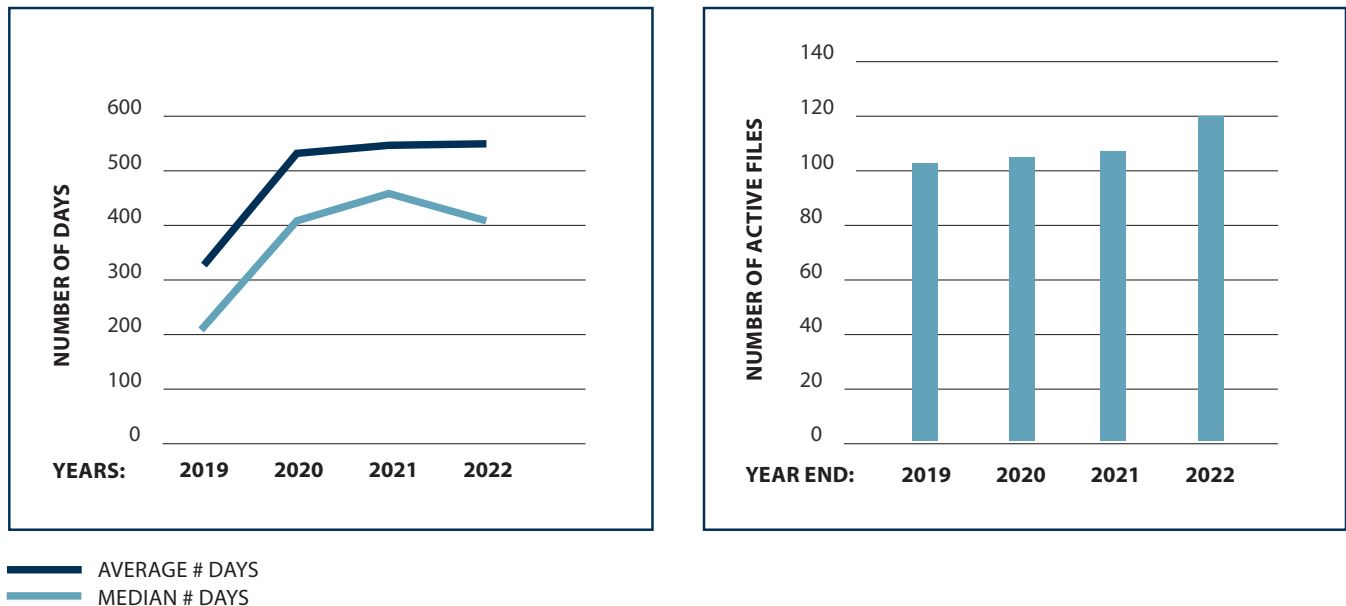


Figure 5: Complaint file processing times and active files, 2019 to date

UNLICENSED PRACTICE

The unlicensed practice team logged a measurable 4.3 per cent increase in active cases in 2022 as compared to 2021. Currently there are 454 active cases, compared to 435 at the same point last year. A total of 338 files were opened in 2022, a 5.6 per cent increase over 2021 and 321 were closed in 2022. This compares to 320 cases opened and 311 closed in the same period in 2021.

FINANCE

For the 11 months ending November 30, 2022, revenues earned were \$29.5 million, and expenses incurred were \$26.3 million, resulting in an excess of revenues over expenses of approximately \$3.2 million, as shown in Figure 6. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$0.3 million is largely attributable to an increase in P.Eng. application revenue, EIT fees and other revenues and partially offset by lower-than-anticipated investment income due to unfavourable market conditions.

On the expense side, there were \$26.3 million in total expenses for the eleven months ending November 30, 2022, versus a spend of \$23.2 million during the same period in the prior year, resulting in an unfavourable variance of \$3.1 million. The increase in expenses is

mainly due to an increase in the spending on salaries and benefits, legal, and special project expenses for various initiatives in the areas of IT, governance, and the Anti-Racism & Anti-Discrimination Exploratory Working Group.

Figure 7 shows cash reserves of approximately \$7.6 million and an investment portfolio of \$27.3 million as of November 30, 2022, in comparison to cash reserves of \$10.8 million and an investment portfolio of \$19.7 million, respectively as of November 30, 2021.

| | 2022 Actual | 2021 Actual | Variance (Fav / Unfav) |
|-------------------------------|---------------------|---------------------|---------------------------|
| TOTAL REVENUES | \$29,489,198 | \$29,223,538 | \$265,660 |
| Operations expenses | \$23,535,048 | \$22,336,527 | -\$1,198,521 |
| Special project exp | \$2,748,046 | \$873,568 | -\$1,874,478 |
| TOTAL EXPENSES | \$26,283,094 | \$23,210,095 | -\$3,072,999 |
| Excess of Rev over Exp | \$3,206,104 | \$6,013,443 | -\$2,807,339 |

Figure 6: Revenues and expenses as of November 30, 2022

| | 2022 Actual | 2021 Actual | Variance (Fav / Unfav) |
|---|---------------------|---------------------|---------------------------|
| Cash | \$7,631,710 | \$10,750,344 | -\$3,118,634 |
| Other current assets | \$619,428 | \$922,921 | -\$303,493 |
| Marketable securities | \$27,352,258 | \$19,668,701 | \$7,683,557 |
| Capital assets | \$28,497,236 | \$29,764,059 | -\$1,266,823 |
| Total assets | \$64,100,632 | \$61,106,025 | \$2,994,607 |
| Current liabilities | \$14,638,488 | \$14,103,351 | -\$535,137 |
| Long term debt | \$453,637 | \$1,542,433 | \$1,088,796 |
| Employee future benefits | \$11,314,683 | \$13,865,938 | \$2,551,255 |
| Net assets | \$37,693,824 | \$31,594,303 | \$6,099,521 |
| Total liabilities & net assets | \$64,100,632 | \$61,106,025 | \$2,994,607 |

Figure 7: Assets and liabilities as of November 30, 2022

REMISSIONS AND RESIGNATIONS

| Remission Type | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Total | Monthly Ave. |
|---------------------|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----|-------------|--------------|
| Parental leave | 14 | 10 | 20 | 13 | 21 | 13 | 8 | 17 | 15 | 10 | 18 | | 159 | 14 |
| Postgraduate | 7 | 8 | 5 | 12 | 14 | 4 | 6 | 2 | 8 | 13 | 6 | | 85 | 8 |
| Unemployment | 161 | 106 | 146 | 142 | 113 | 107 | 104 | 129 | 109 | 124 | 116 | | 1357 | 123 |
| Temporary health | 7 | 4 | 3 | 5 | 5 | 7 | 4 | 0 | 2 | 1 | 2 | | 40 | 4 |
| Permanent health | 2 | 1 | 9 | 4 | 3 | 1 | 2 | 9 | 3 | 3 | 5 | | 42 | 4 |
| Retired | 84 | 99 | 88 | 51 | 80 | 76 | 47 | 93 | 90 | 56 | 93 | | 857 | 78 |
| Total | 275 | 228 | 271 | 227 | 236 | 208 | 171 | 250 | 227 | 207 | 240 | | 2540 | 231 |
| Cumm. Total | 275 | 503 | 774 | 1001 | 1237 | 1445 | 1616 | 1866 | 2093 | 2300 | 2540 | | | |
| Resignations | | | | | | | | | | | | | 1133 | 103 |

| Remission Type | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Total | Monthly Ave. |
|---------------------|------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Parental leave | 18 | 20 | 19 | 11 | 11 | 14 | 15 | 19 | 18 | 16 | 25 | 13 | 199 | 17 |
| Postgraduate | 9 | 10 | 10 | 8 | 4 | 5 | 3 | 5 | 7 | 8 | 6 | 4 | 79 | 7 |
| Unemployment | 220 | 135 | 158 | 140 | 144 | 106 | 124 | 130 | 140 | 125 | 127 | 94 | 1643 | 137 |
| Temporary health | 3 | 4 | 6 | 4 | 4 | 3 | 4 | 3 | 1 | 2 | 4 | 1 | 39 | 3 |
| Permanent health | 4 | 4 | 3 | 3 | 6 | 2 | 4 | 3 | 2 | 2 | 7 | 3 | 43 | 4 |
| Retired | 105 | 99 | 74 | 73 | 95 | 64 | 53 | 79 | 68 | 77 | 96 | 53 | 936 | 78 |
| Total | 359 | 272 | 270 | 239 | 264 | 194 | 203 | 239 | 236 | 230 | 265 | 168 | 2939 | 245 |
| Cumm. Total | 359 | 631 | 901 | 1140 | 1404 | 1598 | 1801 | 2040 | 2276 | 2506 | 2771 | 2939 | | |
| Resignations | | | | | | | | | | | | | 876 | 73 |

The data in Figures 8 and 9 show the monthly breakdown of the number of members seeking fee remission in 2022 and 2021, respectively. In 2022, the average monthly number of members seeking remission as of November 30, 2022, is 231 in comparison to 245 for 2021.

As can be seen in Figures 8 and 9, there was an average 103 resignations in 2022 versus 73 resignations in 2021. However, overall, the number of P.Engs as of November 30, 2022, increased by 1,701, to 87,887 members in comparison to 86,186 members as of November 30, 2021.

Figure 8 (top): Remission and resignation stats for 2022

Figure 9 (bottom): Remission and resignation stats for 2021

IMPACT OF THE INTRODUCTION OF MANDATORY PEAK ON RESIGNATIONS

As can be seen in Figure 10, we have some early data pointing to an increase in resignations in the latter part of 2022 and early in 2023, but it is far too early to reach any definitive conclusions about the impact that mandatory PEAK has had on our finances, particularly in respect of resignations by licence holders. However, the current data trends suggest that the increase in resignations has not had a material impact on PEO's finances thus far. We continue to monitor the situation and will keep Council updated.

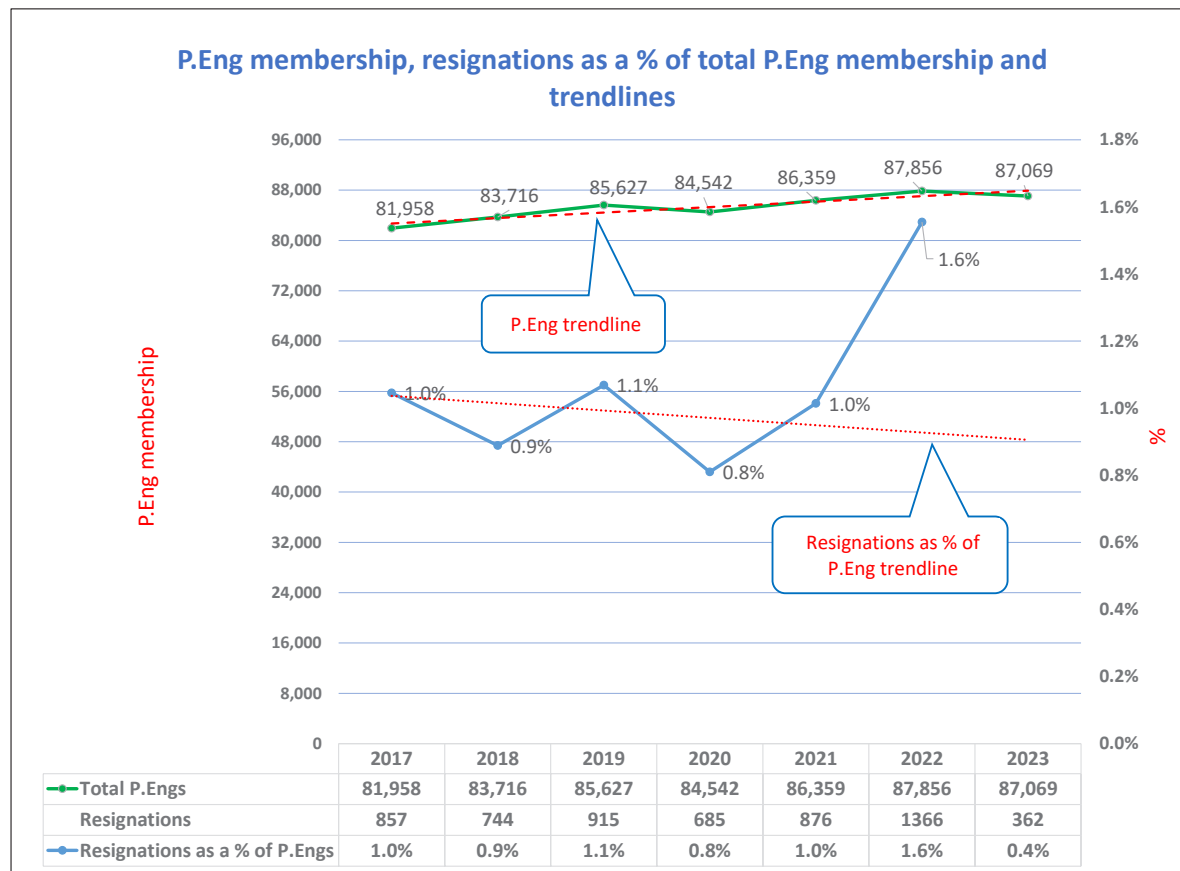


Figure 10: Resignations since the announcement of mandatory PEAK

HUMAN RESOURCES

While we continue to plan for future growth and modernize PEO, it is critical that we continue to build and support a motivated, satisfied and skilled workforce ready and willing to help PEO thrive and succeed in the years ahead. We are moving to fill vacancies in a number of key areas, principally PEAK, External Relations, Policy, IT, Communications, Investigations and at the executive leadership team level.

HR plans to support training and staff development to enable staff to deal with the technical requirements that will result from FARPACTA and ongoing digitization and automation of our work.

HR has embarked on other vital initiatives connected to our commitment to being an employer of choice, including:

- Implementation of a pulse survey outcomes in the organization to enhance employee engagement;
- Setting the 2023 performance objectives across the organization;
- Focusing on employee's wellbeing and how to foster workplace mental health best practices;
- Continuing to promote a flexible work environment;
- Focusing on employee engagement via our internal newsletter; in-house gatherings and in-person meetings;
- Promote individual development plans; and
- Increasing communication and transparency around workflow processes.

INFORMATION TECHNOLOGY (IT)

CYBERSECURITY

With the ever-changing security landscape and increasing cyber risks, IT is proactively taking steps to ensure our data assets remain secure. Securing and protecting personally identifiable information is one of our highest priorities at PEO. In improving and modernizing PEO's cybersecurity posture, IT continues to roll out cybersecurity projects, including multi-factor authentication for accessing PEO systems.



DIGITAL LICENCE CERTIFICATES

Digital service delivery is imperative for PEO to keep up with the prevailing operating environment streamlined processes. As one such effort, we are moving to adopt digital licence certificates for licence holders.

Introduction of digital licence certificates to new licence holders was put on hold in Q4 of 2022. The project will commence in Q1 2023, with estimated completion in Q2 2023. Once the project is completed, digital licence certificates will be issued to new licence holders in addition to traditional paper licence certificates. The digital certificates will be sent to new licence holders by email within two business days following licensure.



INFORMATION DISCOVERY AND DIGITIZATION CAPACITY PROJECT



Digitization of the 21,000 known paper-based P.Eng. application files was completed the first week of January 2023. In late 2022, it was established that there were an additional 3,000 paper-based P.Eng. application files that required digitization. This work is now progressing, and upon its completion, the other licence application file types will be digitized. Because of the additional files requiring scanning, and, based on the resources currently assigned to the project, it is expected that all application files will be fully digitized by the end of Q2 2023.

Briefing Note – Decision

C-555-3.3

NOMINATION OF PEO DIRECTOR TO ENGINEERS CANADA BOARD

Purpose: To nominate one PEO representative to serve on the Board of Directors of Engineers Canada in accordance with Council's procedures.

Motion(s) to ratify secret vote: (requires a simple majority of votes cast to carry)

That _____, P.Eng. be nominated as a PEO Director to the Engineers Canada Board of Directors, for a three-year term effective as of the 2023 Engineers Canada Annual General Meeting.

Prepared by: Meg Feres, Supervisor, Council Operations

Moved by: George Nikolov, P.Eng.

1. Need for PEO Action

The term of the following PEO Director nominated to the Engineers Canada (EC) Board of Directors expires at its 2023 Engineers Canada Annual General Meeting on May 27, 2023 when the new Board of Directors will be sworn in:

| Engineers Canada Director | Term Start – First Appointment ¹ | Term End |
|---------------------------|---|----------|
| Danny Chui | May 2017 | May 2023 |

¹ Engineers Canada appointments become effective at its Annual General Meeting, which is typically held in May each year

Therefore, Council is being asked to nominate one PEO representative to the Board of Directors of Engineers Canada. The names of members who expressed their interest in serving as a PEO Engineers Canada Director are detailed in Appendix A.

COMPETENCIES REQUESTED BY ENGINEERS CANADA

Section 4.8.3 of EC's [Board Policy Manual | Engineers Canada](#) "Board Competency Profile", outlines the required and asset competencies, as follows:

4.8.3A Desired competencies

- **Board governance experience and leadership** - Experience with board governance, preferably on a regulator Council or other governing body. Possesses a clear understanding of the distinction between the role of the board versus the role of management.
- **Business/management experience** - Experience with sound management and operational business processes and practices. Includes an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.
- **Regulator experience** - Practical knowledge of the working of provincial/territorial engineering regulators, including such matters such as accreditation, licensure, practice issues, and discipline and enforcement.
- **Accounting/financial experience** - Understanding of accounting or financial management. Includes analyzing and interpreting financial statements, evaluating organizational budgets, and understanding financial reporting and knowledge of auditing practices.

- **Strategic planning experience** - Experience in developing strategic direction for an organization while considering broad and long-term factors. Understands how an organization must evolve in light of internal and external trends and influences. Able to identify patterns, connections, or barriers to addressing key underlying issues.
- **Risk management experience** - Experience with enterprise risk management. Includes identifying potential risks and recommending and implementing preventive measures, organizational controls, and compliance measures.
- **Demographic preferences** - The Board supports as much diversity as possible in its makeup; however, only two demographic goals have been set for active monitoring.

4.8.3B Demographic preferences

The Board supports as much diversity as possible in its makeup; however, only two demographic goals have been set for active monitoring.

- **Representation of women** - In accordance with its Diversity and inclusion policy, the Board strives to include at least 30 per cent women. A long-term goal would be a female/male split representative of the Canadian population.
- **Active practitioner representation** - The Board should also attempt to ensure that at least 30% of its composition includes active engineering practitioners.

4.8.3C Behavioural skills

The directors should possess behavioral skills conducive to working together effectively. These skills include the following:

- **Ability to present opinions** - They are able to present views clearly, frankly, constructively, and persuasively.
- **Willingness and ability to listen** - They listen attentively and respectfully and make sure they understand what they have heard.
- **Ability to ask questions** - They know how to ask questions in a way that contributes positively to debate.
- **Flexibility** - They are open to new ideas, are strategically agile, and are responsive to change.
- **Conflict resolution** - They are oriented to resolve conflict, are resilient after it occurs, and support board decisions once made.
- **Dependability** - They do their homework and attend and participate in meetings.
- **Balance** – In light of the federated model of Engineers Canada, an ability to balance local interests with the national interest.

ROLE OF ENGINEERS CANADA DIRECTOR

The *Terms of Reference, Expectations and Appointment Process for PEO Director on Engineers Canada Board of Directors* is enclosed as Appendix B. The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Board Policy Manual | Engineers Canada](#) in particular Policy 4.1, Board Responsibilities and 4.2, Directors' Responsibilities. The latter provides in part as follows:

(1) In order to fulfill their purpose as a Board, individual Directors shall:

- a) Know the business of Engineers Canada.
- b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
- c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
- d) Contribute to the Board's decision-making process by:

- i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
 - ii. Discussing all matters freely and openly at Board meetings;
 - iii. Working towards achieving a consensus that respects divergent points of view;
 - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
 - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
 - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
- e) Bring the views, concerns, and decisions of the Board to their Regulator.
- f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
- g) Advise their Regulator of issues to be presented for decision by the Members.
- h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
- i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
- j) Participate in Board educational activities that will assist them in carrying out their responsibilities.
- (2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:
- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
 - b) Being independent and impartial;
 - c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
 - d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
 - e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
 - f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

Other expectations regarding principal activities as they relate to PEO include:

- Attend Engineers Canada meetings and report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects.
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.
- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which he/she requires a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

Eligibility:

To be eligible, a nominee for the position of Engineers Canada Director must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current

Engineers Canada Director. Nominees must also be PEO and OSPE members. All nominees shall be "engineers in good standing" under Engineers Canada's Bylaw 4.1(1).

2. Proposed Action / Recommendation

It is recommended that Council nominate one PEO representative to the Engineers Canada Board of Directors for a three-year term to replace the Director whose term is expiring.

3. Next Steps (if motion approved)

Engineers Canada would be advised of PEO's approved nominee.

4. Financial Impact on PEO Budgets (for five years)

| | Operating | Capital | Explanation |
|---------------------|-----------|---------|--|
| Current to Year End | \$0 | \$0 | Funded from Surplus Fund (Council discretionary funds) |
| 2 nd | \$0 | \$0 | |
| 3 rd | \$0 | \$0 | |
| 4 th | \$0 | \$0 | |
| 5 th | \$0 | \$0 | |

5. Peer Review Process Followed

No peer review was required.

In accordance with the appointment process approved by PEO Council in November 2016, a memorandum was emailed to all eligible candidates, along with the terms of reference and expectations for directors, requesting members to submit their names by February 1, 2023.

6. Appendices

- Appendix A – Nominees for Election to Engineers Canada Board of Directors
- Appendix B – Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors

Nominees for Election to Engineers Canada Board of Directors

PEO's Process to Appoint an Engineers Canada Director, which was approved by Council on February 7, 2020, is detailed on pages 4-5 of Appendix B – *Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors*.

The eligibility criteria requires that:

- A nominee must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director; and
- Nominees must also be PEO and OSPE members.

The following is a list of nominees who have expressed interest in serving on the Engineers Canada Board as of February 1, 2023. The six (6) nominees are confirmed as members of PEO and OPSE.

Darla Campbell

Nick Colucci

Lorne Cutler

Vicki Hilborn

Wayne Kershaw

Tim Kirkby



101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

REVISED Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors¹

Background:

Engineers Canada is governed by a Board of Directors, consisting of one or more representatives from each engineering regulator. PEO nominates five representatives to be appointed to this Board of Directors.

Engineers Canada is a federation of the provincial/territorial associations whose mandate is to: to work on behalf of the provincial and territorial associations that regulate engineering practice and license the country's 300,000 members of the engineering profession.

Specifically, Engineers Canada's work is focused on 10 core purposes, as established by Engineers Canada's members, the engineering regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

Role of Engineers Canada Director:

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Board Policy Manual | Engineers Canada](#) in particular Policy 4.1, Board Responsibilities and 4.2, Directors' Responsibilities. The latter provides in part as follows:

¹ Approved by resolution at the February 2020 meeting of Council. Revised to update the description of the EC Board role, based on input from Engineers Canada, April 2021.



**Professional Engineers
Ontario**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

(1) In order to fulfill their purpose as a Board, individual Directors shall:

- a) Know the business of Engineers Canada.
- b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
- c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
- d) Contribute to the Board's decision-making process by:
 - i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
 - ii. Discussing all matters freely and openly at Board meetings;
 - iii. Working towards achieving a consensus that respects divergent points of view;
 - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
 - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
 - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
- e) Bring the views, concerns, and decisions of the Board to their Regulator.
- f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
- g) Advise their Regulator of issues to be presented for decision by the Members.
- h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
- i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
- j) Participate in Board educational activities that will assist them in carrying out their responsibilities.

(2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:

- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
- b) Being independent and impartial;
- c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

The role and responsibilities of Engineers Canada Directors are further outlined in Board Policy 4.3, *Code of Conduct*, provided, in part, as follows:

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and impartiality of the decisions made by the Board and Board committees.



**Professional Engineers
Ontario**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

4.3.1 Board and committee member conduct

(1) Engineers Canada is committed to ensuring an inclusive and supportive environment. Board members and members of Committees shall, at all times, conduct themselves in an ethical, professional, and lawful manner. This includes proper use of authority and appropriate decorum.

(2) Expected behavior for Board members and members of Board committees at in-person and/or virtual events, activities and meetings include that:

- a) They shall refrain from violent behavior, harassment, intimidation, retaliation or any form of discrimination and shall treat one another and staff members with respect, co-operation, and a willingness to deal openly on all matters, valuing a diversity of views and opinion;
- b) They should be considerate, respectful, and collaborative with others;
- c) They should communicate openly with respect for others, critiquing ideas rather than individuals;
- d) They should avoid personal attacks directed toward others;
- e) They should be mindful of their surroundings and their fellow participants; and,
- f) They should respect the rules and policies of the meeting venue, hotels, Engineers Canada contracted facility, or any other venue.

(3) Unacceptable behavior by Board or Board committee members includes, but is not limited to:

- a) Verbal or written comments that are not welcome and/or are personally offensive that relate to gender, sexual orientation, disability, physical appearance, body size, race, religion, national origin, or age;
- b) Violations of federal or provincial laws that could result in fines or civil damages payable by Engineers Canada or that could otherwise significantly harm Engineers Canada's reputation or public image;
- c) Unethical conduct and/or conduct that contravenes any Engineers Canada policies or its Code of Conduct; and
- d) Danger to the health, safety or well-being of staff, other Board or Board committee members and/or the general public.

(4) Board members and members of Board committees shall ensure that unethical, unprofessional or illegal activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported as per section 4.3.3, Compliance with Board policies.

(5) A Board member or a member of a Board committee who is no longer holding good standing status with their provincial Regulator shall be suspended from participation in Board and Board committee activities until they return to good standing status.

(6) A Board member or a member of a Board committee who is alleged to have violated this Code of Conduct shall be so informed. As per section 4.3.3, Compliance with Board policies, such breaches shall be investigated.

(7) Upon appointment, Directors shall sign the oath of office or other suitable undertaking.

(8) Upon appointment and every year thereafter, Board members and members of Board committees shall sign an acknowledgment of Policy 4.4, Confidentiality.

Expectations Regarding Principal Activities as They Relate to PEO:

- Attend Engineers Canada meetings and, subject to confidentiality obligations, report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.



**Professional Engineers
Ontario**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which he/she requires a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

Eligibility:

To be eligible, a nominee for the position of Engineers Canada Director must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director. Nominees must also be PEO and OSPE members.

Term of Appointment for Directors:

PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).

The maximum length of service as an Engineers Canada Director is 6 years, which may be extended if the nominee secures the Engineers Canada presidency.

Process to Appoint an Engineers Canada Director

The following process is to be used when making Engineers Canada Director nominations:

1. A call for those who wish to be considered for nomination by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for prospective nominees will specify the closing date and require prospective nominees to indicate their willingness to serve for a three-year term in accordance with the terms set out in the Engineers Canada Bylaw and Board Policy Manual, and the expectations of PEO's Directors on Engineers Canada Board of Directors, as noted above.
3. A name to be considered for nomination does not require a seconder.
4. No names of prospective nominees will be accepted after the deadline for submission of names or from the floor at the meeting at which such nominations are to be made.
5. At the meeting at which such nominations are to be made, the Chair shall read out the names of those members who have asked to be considered.
6. Each prospective nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. Absent prospective nominees may submit a written personal introduction. The Chair will read any comments received from absent prospective nominees.



**Professional Engineers
Ontario**

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

7. Voting will be by secret ballot in accordance with By-Law No. 1, s.25(4). Where there is only one prospective nominee for a position, the Chair shall declare the prospective nominee to be nominated for appointment to the Engineers Canada Board.
8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

Nomination of One EC Director

Step 1: One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is chosen.

Step 2a: If two (2) candidates receive the highest number of votes in step 1, a tie is announced and a second ballot is prepared with only the names of the two (2) tied candidates. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is chosen. If there is again a tie, a coin toss (see step 3) decides the candidate to be nominated for appointment to the Elections Canada board.

Step 2b: If three (3) or more candidates receive the highest number of votes in step 1, a tie is announced and a second ballot is prepared with only the names of the tied candidates. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is chosen. If there is again a tie of three or more candidates, step 2b is repeated until either one candidate receives the highest number of votes and is chosen, or two candidates tie for the highest number of votes and a coin toss decides the chosen candidate, whichever occurs first.

Step 3: The coin toss process starts with the two tied candidates picking a number from a bowl (containing 2 different numbers). The candidate who picks the lowest number chooses the side of the coin, heads or tails. An impartial third party flips the coin and the side that lands facing up decides the chosen candidate who chose the same side.

Nomination of Two EC Directors

Step 1: One ballot is given to each eligible voter. The voter is entitled to write or circle the name of two (2) candidates on their ballot. Ballots are collected and counted. The candidate(s) receiving the top 2 highest number of votes or 2 candidates tied for the highest number of votes are chosen, or the one candidate receiving the highest number of votes is chosen.



Professional Engineers
Ontario

101-40 Sheppard Ave. W.,
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

Step 2: If there are not two (2) chosen candidates in step 1 (such as there is a tie for second place or three (3) or more candidates receive the highest number of votes), a tie is announced and a second ballot is prepared with only the names of the tied candidates. This second ballot is given to each eligible voter. If one candidate was chosen in step 1, the voter is entitled to write or circle the name of one (1) candidate on their second ballot. If no candidate was elected in step 1, the voter is entitled to write or circle the names of two (2) candidates on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is chosen. If there is again a tie between three (3) or more candidate, step 2a is repeated, or if there is a tie between two (2) candidates then a coin toss (see step 3) decides the chosen candidate.

Step 3: The coin toss process starts with the two tied candidates picking a number from a bowl (containing 2 different numbers). The candidate who picks the lowest number chooses the side of the coin, heads or tails. An impartial third party flips the coin and the side that lands facing up decides the chosen candidate who chose the same side.

Briefing Note: Decision

GOVERNANCE ROADMAP – PHASE 4: ORDER OF HONOUR REVIEW

Purpose: To approve the reviewed nomination and selection criteria for the Order of Honour, as proposed by the Awards Committee (AWC).

Motions to consider (will be brought to the February Council)

That, effective immediately, Council hereby approves the revised nomination and selection criteria for the Order of Honour, as proposed by AWC and as presented at C-555-3.4a, Appendix A.

That, effective immediately, Council hereby approves the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

Prepared by: Rob Dmochewicz, MPR, Recognition Coordinator

Moved by: Councillor Arenja, P.Eng.

1. Need for PEO Action

(a) General

The Order of Honour (OOH) is an honorary society of Professional Engineers Ontario (PEO), established in 1963. It honours those professional engineers and others who have rendered conspicuous and outstanding service to the engineering profession in Ontario. Last revision of the OOH criteria was performed in 2002. The OOH program was included in the Activity Filter as a neither regulatory nor governance activity. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders. The OOH work group, comprised of members of the Awards Committee (AWC) and supported by Rob Dmochewicz (AWC staff advisor), has reviewed the OOH program.

In October 2022, the Governance and Nominating Committee (GNC) directed staff to:

- *Operationalize the Order of Honour, with the revised criteria for nomination and selection, as part of PEO Volunteer Service Recognition Program, with some volunteer involvement in the selection process.*
- *Change the AWC name to the Order of Honour Selection Committee (OSC).*

(b) Specific recommendations

The OOH work group has reviewed the OOH program to be more transparent and streamlined, to eliminate subjectivity, and to reflect public protection values of PEO as the regulator. The AWC approved the changes to nomination and selection criteria for the OOH program at their meeting on September 23, 2022. Moreover, the AWC has successfully tested the proposed criteria using the most recent pool of the OOH nominations, in November 2022. It was a hybrid evaluation process as the 2023 OOH recipients have been selected using the current criteria. The following changes, detailed in the Appendix A, are recommended for approval:

- Description of the OOH program (Principles) tied around PEO's regulatory mandate. Further changes implemented, for a more inclusive language, as recommended by Councillor Hilborn, approved by AWC, and verified by PEO Communications.
- Quantifying contributions to the engineering profession into a point system and recognizing contributions to Equity, Diversity, and Inclusion (EDI) initiatives related to the profession. Further change, as recommended by Council: including GNC chair in additional points for Council-related functions and removing Vice President (approved by AWC).
- Decreasing years of service required for each classification (Member, Officer, Companion), from 10-20-30 to 10-15-20.
- Decreasing the number of nominators from five P.Engs. to three.
- Removing award-related descriptors and using a term of volunteer recognition.

2. Proposed Action / Recommendation

- That GNC recommends that Council be asked to approve the revised nomination and selection criteria for the OOH program, as proposed by AWC.
- That GNC recommends that Council be asked to approve the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

3. Process Followed

| | |
|----------------------------------|---|
| Process Followed | <ul style="list-style-type: none"> • Risk assessment and consultations with AWC. • Revision of the OOH nomination and selection criteria performed by the OOH work group and approved by AWC. • Successful testing of the proposed new criteria by AWC, using the pool of recent OOH nominations. • Discussion (GNC and Council) and further updates, as requested. |
| Council Identified Review | <ul style="list-style-type: none"> • The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council. |

4. Appendices

Appendix A: Revised Order of Honour Guidelines for Nomination and Selection (Draft)



Order of Honour

Guidelines for Nomination and Selection (Draft)

For review by PEO Council

February 2023

ORDER OF HONOUR NOMINATION AND UPGRADE CRITERIA

Principles of the Order of Honour

The Order of Honour is PEO's highest volunteer recognition program which identifies PEO volunteers who have made a substantial contribution to support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.

The principles of the Order of Honour include:

- Identifying extraordinary volunteers who support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.
- Maintaining a limited number of inductees into the Order of Honour to ensure only extraordinary volunteers are given the Order of Honour.
- Establishing a selection process for new members of the Order of Honour that ensures accountability, fairness, equity, diversity, inclusion, and transparency.
- Confirming that potential and active members of the Order of Honour reflect the high degree of ethics and professional conduct of the engineering profession.

Definitions

In these definitions,

1. "Order" means the Order of Honour.
2. "PEO" means Professional Engineers Ontario.
3. "Council" means PEO Council.
4. "Committee" means the Professional Engineers Awards Committee (AWC) or its successor, as determined and appointed by Council.

Eligibility

1. Inclusion in the Order may be granted by Council to PEO members who have served the profession diligently for many years and have made a substantial contribution to the regulation of the profession or improvement in its status. Such service will usually be rendered through participation in PEO affairs, but service rendered by non-members of PEO may also be recognized. Examples include service on PEO Council, committees and their subcommittees, task forces, chapters, as well as representing PEO on external boards and advisory groups.
2. All members of PEO in good standing, except for members serving on PEO Council and the Awards Committee (AWC), are eligible for inclusion in the Order. Council members who have left their positions on Council and AWC members and staff members who have retired or resigned from PEO's employment, should not be considered for inclusion until at least six months have elapsed from the date of their departure.

3. Nominations and upgrades to the Order should be made on the prescribed nomination and upgrade forms. To the degree that candidates for inclusion in the Order meet or exceed the qualifications, inclusion may be awarded in one of the following classifications: **Member, Officer or Companion.**
4. The nominee must not be aware of the nomination and self-nomination is not allowed.
5. Nominations should provide sufficient information to enable the committee to make its recommendation as to the classification. Individual statements from nominators and referees on the reasons the candidate should be considered for inclusion or upgrade in the Order must accompany the nomination.
6. Nominations may be made by three P.Eng. licence holders of PEO, in good standing. Three letters of support are required from the nominators. As an option, up to two additional letters may be included from referees who may or may not be professional engineers.
7. Upgrade nominations may be made by one P.Eng. licence holder of PEO, in good standing. Three letters of support, from the nominator and two other professional engineers, should highlight the substantive contributions and impact made by the nominee following the original induction into the Order.
8. Induction into the Order is a competitive process. A maximum of 13 honorees are inducted annually. Therefore, nomination packages need to highlight the significance and impact of the nominee's contributions to the engineering profession.
9. Nomination packages can be submitted by e-mail and should not exceed 15 pages, excluding the nomination form. Any pages beyond 15 will not be considered in the selection process. If you submit a hard copy, it must be unbound (no staples), single sided, and in a letter size format (8.5" x 11").
10. Nominations may be submitted at any time during the year. Order presentations are made annually. The deadline for receipt of nominations is **4:00 p.m. EST on the second Friday in October.** Nominations submitted after the deadline will not be considered for that year's Order program but may be resubmitted before the deadline for the following year's program. To increase your chances of success, you are encouraged to update the package.
11. Honorary Membership in the Order is open to non-members of PEO but does not mean honorary membership in PEO.
12. Suspension or cancellation of membership in PEO means suspension or cancellation of inclusion or eligibility for inclusion in the Order.
13. Resignation in good standing from PEO is not considered resignation from the Order unless so directed by Council.

Membership Classes

1. Member

- (a) The committee may recommend for this classification any living member of PEO who fulfills the qualifications for inclusion in the Order. For nomination under this category, a nominee should have at least 10 years of substantial service to PEO to be considered at this entry level.

(b) There is no limitation on the number of living Members of the Order.

2. Officer

(a) The committee may recommend for this classification any Member of the Order or PEO member whose qualifications exceed those required for the Member classification. For nomination under this category, a nominee should have at least 15 years of significant service to PEO to be considered at this level.

(b) There are no more than 100 living Officers of the Order.

3. Companion

(a) The committee may recommend for this classification any Member or Officer of the Order or PEO member whose qualifications greatly exceed those required for the Officer classification. For nomination under this category, a nominee should have at least 20 years of exceptional service to PEO. Companion is the highest distinction, which is reserved exclusively for individuals whose distinguished service has profoundly influenced the engineering profession.

(b) There are no more than 50 living Companions of the Order.

Honorary Inclusion

1. Honorary inclusion in the Order of a non-member of PEO can be considered, for volunteering for PEO regulatory activities.
2. A non-member of PEO may be granted honorary inclusion in the Order, in any class, for outstanding service, support or assistance to the engineering profession in Ontario.
3. In accordance with the Regulations, Council may direct the committee to consider any individual for honorary membership in the Order. The committee will then make a recommendation to Council.
4. The committee may initiate a recommendation to Council for honorary inclusion in the Order.
5. Presentation of honorary membership in the Order is made at the Order's annual investiture.

Administration

1. The Professional Engineers Awards Committee (AWC) administers the Order.
2. The secretary of the Order is PEO's Recognition Coordinator, or a delegate. The secretary maintains a current register of the Order.
3. Neither the current members of the committee nor the secretary and Council members can be inductees.
4. The committee solicits and receives nominations of individuals to include in the Order, selects from among them, and recommends the classification of such inclusion.

5. The committee may recommend individuals for any classification without that individual's prior inclusion in the Order.
6. Unsuccessful nominations may be resubmitted for the following year. To increase the chances of success, the committee encourages nominators to update the package.
7. Either PEO members or the committee may recommend an upgrade to an honoree's classification. However, the honoree's incremental contributions since the original inclusion must be substantiated by information from a PEO member. The honoree's entire contribution will then be reviewed for possible upgrade.
8. Inclusion in the Order or changes in classification may be confirmed only by Council, which normally acts only upon the committee's recommendations.
9. Council does not grant inclusion or reclassification in the Order without consulting with the committee. It may direct the committee to consider an individual for initial nomination or for reclassification. Council is not bound by the committee recommendation.
10. Inclusion in the Order is not granted posthumously unless notification of inclusion had been made prior to the candidate's death.

Inquiries

For further information and nomination forms, you can visit PEO's website at <https://peo.on.ca/about-peo/awards/order-honour> or send an e-mail to awards@peo.on.ca.

You can also send your inquiry to:

Awards Committee
c/o Recognition Coordinator
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON M2N 6K9

ORDER OF HONOUR SELECTION CRITERIA

General Context

- Last revision of the Order criteria was done in 2002.
- Revisiting the Order selection criteria included quantifying contributions to the engineering profession into a point system.

Recommended Changes

1. Expanding the point system to include the notable impact of service to the profession, and to recognize contributions to Equity, Diversity, and Inclusion (EDI) initiatives:

| CATEGORY | MAX. POINTS |
|---|-------------|
| [A] FOR YEARS OF ACCUMULATIVE SERVICE IN THE ENGINEERING PROFESSION | |
| Up to 20 points for years of service exceeding the minimum requirement, 1 year = 1 extra point. Minimum requirements: 10 years (Member), 15 years (Officer), 20 years (Companion). | 20 |
| [B] OVERALL IMPACT OF SERVICE IN THE ENGINEERING PROFESSION | |
| Up to 10 points for chapter service (all functions). Additionally, up to 5 points for chapter chair. | 15 |
| Up to 10 points for committee and task force service. Additionally, up to 5 points for committee/task force chair (does not apply to GNC chair). | 15 |
| Up to 5 points for PEO Council service. | 5 |
| Up to 15 points for PEO Council-related functions: PEO President (15), Governance and Nominating Committee (GNC) chair (10), and for service representing PEO on external boards such as Engineers Canada, Accreditation Board, Qualifications Board, and other committees (5). | 15 |
| Up to 10 points for other impacts substantiated by examples and outcomes. | 10 |
| [C] INVOLVEMENT IN EQUITY, DIVERSITY, AND INCLUSION (EDI) ACTIVITIES RELATED TO THE ENGINEERING PROFESSION | |
| Up to 10 points for service in local initiatives. | 10 |
| Up to 10 points for service on provincial or national level, substantiated by examples and outcomes. | 10 |
| TOTAL | 100 |

- 2 Minimum years of service: 10 (Member), 15 (Officer) and 20 (Companion) will be required to recognize the perseverance in service to the profession.
- 3 New measurement of service is introduced to improve transparency and reflect the multi-dimensional contributions of service, namely the impact in the engineering profession [B] and EDI activities related to the profession [C]:
 - Typical samples of impact in the profession (60 points) including but not limited to:
 - Leadership, and general involvement in promoting PEO and its regulatory works such as mentoring engineering interns (EIT) in working towards their designation, general volunteering leadership roles (e.g., members of PEO Council, chapter officers, committee/task force chairs and vice chairs etc.).
 - Conspicuous and outstanding service includes promoting PEO's regulatory role to decision makers and public with notable impacts to the engineering profession.
 - Typical EDI-related initiatives (20 points) including but not limited to:
 - Women in the engineering profession, supporting equity seeking groups such as BIPOC (black, indigenous, persons of colour) and LGBTQ2S+ in engineering.
- 4 Additional merit required for the Order Officer and Companion classes:
 - For Officer:
 - Need to have a minimum of 40 points for the categories [B] + [C] (50% of the maximum score for these categories of impact and EDI initiatives).
 - Service to PEO may include service to chapter and PEO committee/task force leadership (such as chair, vice chair).
 - For Companion:
 - Need to have a minimum of 60 points for the categories [B] + [C] (75% of the maximum score for these categories of impact and EDI initiatives).
 - Service to PEO may include service to chapter at an executive level, PEO Council, and governance and board committees (leadership such as President, chair, vice chair, member).

Next Steps

- Subject to Awards Committee for further feedback and support.
- Rename the Awards Committee (AWC) to Order of Honour Selection Committee (OSC).
- Rename PEO Awards webpage to Volunteer Recognition.
- Rename the awards@peo.on.ca e-mail account to order@peo.on.ca.
- Create a new scoring assessment sheet to reflect all changes.
- Create new nomination and upgrade forms. Consider online nominations.
- Review in 3-5 years to see if any other updates or revisions are needed.

Briefing Note: Decision

GOVERNANCE ROADMAP – PHASE 4: RECOMMENDATIONS FOR PEO COMMITTEE AND TASK FORCE ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY

Purpose: To approve recommendations for PEO committee and task force activities which are neither governance nor regulatory.

Motions to consider:

That, effective immediately, Council hereby stands down the following committees and subcommittees:

- Advisory Committee on Volunteers (ACV),
- Education Committee (EDU) and Education Conference Planning Subcommittee,
- Equity and Diversity Committee (EDC),
- External Honours Subcommittee (of the Awards Committee),
- Gala Advisory Committee (subcommittee of the Awards Committee),
- PEO-OAA Joint Liaison Committee (PEO-OAA JLC),
- PEO-OSPE Joint Relations Committee (PEO-OSPE JRC),
- Volunteer Leadership Conference Planning Committee (VLCPC).

That Council approves to transfer the President's Award (for non-engineers) to OSPE, renamed as the Engineering Ally Award.

That Council approves to suspend the following programs: V.G. Smith Award and S.E. Wolfe Thesis Award, until further review.

Prepared by: Rob Dmochewicz, MPR, Recognition Coordinator

Moved by: Councillor Arenja, P.Eng.

1. Need for PEO Action

(a) General

At its November 2019 meeting, Council approved an Activity Filter which was developed by staff in response to the External Performance Review. The need for an Activity Filter formed part of the high-level Action Plan approved by Council in September 2019. At the February 2020 Council meeting, staff presented a progress report on the application of the Activity Filter to key, high-level activities of PEO committees, subcommittees, and task forces. Each such activity and related output(s) have been assessed for their legal basis, to determine if it is required or permitted under the current legislative scheme, or otherwise by law. The Activity Filter analysis concluded that these activities do not fulfill statutory functions, and are neither governance nor regulatory, but are not prohibited by the Professional Engineers Act. Furthermore, GNC has been tasked to develop recommendations for activities in the "neither" category, with options considered a full elimination or elimination of high-risk activities and adapting and operationalizing the rest of them. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders.

Some of the “neither” activities have been decided upon prior to the risk management process, namely:

- A. **30 by 30 Task Force:** This task force was stood down effective December 31, 2021, as per its terms of reference, with related work being incorporated into PEO operations. The activities have been assigned to PEO Manager, EIT Programs.
- B. **Engineers, Architects and Building Officials (EABO) Committee:** On May 1, 2020, PEO informed EABO members that PEO is no longer a part of this committee due to non-regulatory issues that EABO deals with. These activities are no longer in place. PEO staff attend their meetings to provide general information on PEO projects, answer relevant questions, or present specific guidelines.
- C. **Awards Committee (AWC):** The Ontario Professional Engineers Awards (OPEA) program has been fully transferred to OSPE as of November 2021.
- D. **Equity and Diversity Committee (EDC):** PEO online Equity and Diversity training module was outdated and has been discontinued. Meanwhile, Engineers Canada developed a new EDI training webinar for engineers and geoscientists. And the proposal to recognize equity and diversity at the Chapters level has not been approved. Instead, the Awards Committee (AWC) incorporated an Equity, Diversity, and Inclusion (EDI) factor in the OPEA Citizenship Award category. Furthermore, the OPEA program has been fully transferred to OSPE.
- E. **Experience Requirements Committee (ERC):** As per the GNC’s request from October 17, 2022, all ERC members were asked to provide their feedback on the current interview and related training programs for the committee. Based on the feedback from ERC, PEO Manager, Experience Assessment confirmed that the current process/training of new members is acceptable. Moreover, considering the changes to PEO’s new licensing process and the uncertainty of the future of ERC, he advised not to offer any training until they have a clear understanding of ERC’s scope in the new licensing process.
- F. **Human Resources Committee (HRC):** HRC was stood down in 2021 and replaced by Human Resources and Compensation Committee (HRCC). Volunteer operations are now managed by staff.

For more details, see the Appendix A (green colour code).

(b) Specific recommendations

The following changes, detailed in the Appendix A (yellow colour code), are recommended for approval:

- A. **Advisory Committee on Volunteers (ACV) and Volunteer Leadership Conference Planning Committee (VLCPC):** To stand down ACV and VLCPC and operationalize volunteer recruitment, management, and the Volunteer Leadership Conference (VLC) program development. To refocus on regulatory issues requiring stakeholder engagement. To combine the annual

workshop for chairs and committee advisors with VLC and the Order of Honour, under a new name: PEO Volunteer Symposium.

- B. **Awards Committee (AWC):** To stand down the Gala Advisory Committee (AWC subcommittee) as their mandate has been fulfilled since the Ontario Professional Engineers Awards (OPEA) program has been fully transferred to OSPE. To transfer the President's Award to OSPE, renamed as the Engineering Ally Award. To restrict external honours to volunteer recognition programs which reflect public protection values of PEO as the regulator, namely: The Sovereign's Medal for Volunteers, Fellow of Engineers Canada (FEC), and the Ontario Volunteer Service Awards. To stand down the External Honours Subcommittee. To suspend the following programs: V.G. Smith Award and S.E. Wolfe Thesis Award, until further review. The changes recommended for the Order of Honour Program are included in a separate Briefing Note.

Regarding the G. Gordon M. Sterling Engineering Intern Award, consultations are still taking place, with an option to transfer this award to the Engineers Foundation, also known as Foundation for Education.

- C. **Education Committee (EDU):** To stand down EDU and the Education Conference Planning Subcommittee. To discontinue all EDU activities.
- D. **Equity and Diversity Committee (EDC):** To stand down EDC. To operationalize Equity, Diversity, and Inclusion (EDI) activities. To make the Engineers Canada EDI training webinar obligatory for all PEO staff and volunteers.
- E. **Government Liaison Committee (GLC):** To split necessary Government Liaison Program (GLP) activities between GLC and PEO External Relations, with appropriate accountability to Council.
- F. **PEO-OAA Joint Liaison Committee (PEO-OAA JLC):** To stand down PEO-OAA JLC. To operationalize necessary PEO-OAA JLC activities via External Relations. As per the GNC's request from October 17, 2022, PEO Director, External Relations has confirmed with the Ontario Association of Architects that they do not have any issue with PEO standing down PEO-OAA JLC.
- G. **PEO-OSPE Joint Relations Committee (PEO-OSPE JRC):** Replace PEO-OSPE JRC with semi-annual Leadership Summits as proposed by OSPE (see Appendix A, page 10). Operationalize other necessary PEO-OSPE JRC activities via External Relations.

2. Proposed Action / Recommendation

- That, with the approval by GNC, Council be asked to approve the recommendations for PEO committee and task force activities which are neither governance nor regulatory.

3. Process Followed

| | |
|-------------------------|--|
| Process Followed | <ul style="list-style-type: none"> Risk assessment, as presented in the Appendix B. |
|-------------------------|--|

| | |
|----------------------------------|--|
| | <ul style="list-style-type: none"> • Consultations with various PEO stakeholders, as identified in the Appendix A and below: <ul style="list-style-type: none"> - Adeilton Ribeiro, P.Eng., Manager, Experience Assessment, - Awards Committee (AWC), - AWC External Honours Subcommittee, - AWC Order of Honour Work Group, - Cliff Knox, P.Eng., MBA, FEC, Manager, Applications & Academic Assessment - David Smith, Director, External Relations, - Experience Requirements Committee (ERC), - Jeannette Chau, P.Eng., MBA, CAE, Manager, Government Liaison Programs (GLC Staff Advisor) (retired), - Julie Hamilton, Chapter Coordinator (VLCPC Staff Advisor), - Ontario Association of Architects (OAA), - Ontario Professional Engineers Foundation for Education, - Ontario Society of Professional Engineers (OSPE), - Rob Dmochewicz, MPR, Recognition Coordinator (AWC & EDC Staff Advisor), - Sherin Khalil, P.Eng., former Practice Advisor, - Susan Wall, Supervisor, Events Management, - Tracey Caruana, P.Eng., Manager, EIT Programs (30x30 TF & EDU Staff Advisor), - Viktoriya Aleksandrova, MEd, CHRP, CTMP, HR Business Partner (former ACV Staff Advisor). |
| Council Identified Review | <ul style="list-style-type: none"> • The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council. |

4. Appendices

Appendix A: Report with the recommended changes, following risk assessment and consultations with various PEO stakeholders.

Appendix B: Risk register for “neither” activities of PEO committees and subcommittees.

APPENDIX A: RECOMMENDATIONS FOR PEO COMMITTEE AND TASK FORCE ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY

| Committee / Task Force | Page |
|---|------|
| 30 by 30 Task Force | 2 |
| Advisory Committee on Volunteers (ACV) | 3 |
| Awards Committee (AWC) | 4 |
| Education Committee (EDU) | 5 |
| Education Conference Planning Subcommittee | 5 |
| Engineers, Architects and Building Officials (EABO) Committee | 2 |
| Equity & Diversity Committee (EDC) | 6 |
| Executive Committee (EXE) | 4 |
| Experience Requirements Committee (ERC) | 7 |
| Government Liaison Committee (GLC) | 8 |
| Human Resources Committee (HRC) | 7 |
| PEO-OAA Joint Liaison Committee (PEO-OAA JLC) | 9 |
| PEO-OSPE Joint Relations Committee (PEO-OSPE JRC) | 10 |
| Volunteer Leadership Conference Planning Committee (VLCPC) | 3 |

Consultations included:

- Adeilton Ribeiro, P.Eng., Manager, Experience Assessment
- Awards Committee (AWC)
- AWC External Honours Subcommittee
- AWC Order of Honour Work Group
- Cliff Knox, P.Eng., MBA, FEC, Manager, Applications & Academic Assessment
- David Smith, Director, External Relations
- Experience Requirements Committee (ERC)
- Jeannette Chau, P.Eng., MBA, CAE, Manager, Government Liaison Programs (GLC Staff Advisor) (retired)
- Julie Hamilton, Chapter Coordinator (VLCPC Staff Advisor)
- Ontario Association of Architects (OAA)
- Ontario Professional Engineers Foundation for Education
- Ontario Society of Professional Engineers (OSPE)
- Rob Dmochewicz, MPR, Recognition Coordinator (AWC & EDC Staff Advisor)
- Sherin Khalil, P.Eng., former Practice Advisor
- Susan Wall, Supervisor, Events Management
- Tracey Caruana, P.Eng., Manager, EIT Programs (30x30 TF & EDU Staff Advisor)
- Viktoriya Aleksandrova, MEd, CHRP, CTMP, HR Business Partner (former ACV Staff Advisor)

DECISIONS ALREADY MADE / IMPLEMENTED

RECOMMENDATIONS APPROVED BY GNC

30 BY 30 TASK FORCE

ENGINEERS ARCHITECTS AND BUILDING OFFICIALS (EABO) COMMITTEE

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|---|---|---|--|
| 1 | 30x30 Task Force | <p>A: Devises and reports annually on metrics for women in the licensing process.</p> <p>O: Annual report on metrics to identify progress.</p> | Task force mandate complements regulatory function but is not regulatory per se. | <p>The 30 by 30 Task Force was stood down effective December 31, 2021, as per its terms of reference, with related work being incorporated into PEO operations.</p> <p>This activity has been assigned to Tracey Caruana, P.Eng., PEO Manager, EIT Programs. She continues to collect and report metrics at Annual Check-in each September, and to Council each November.</p> |
| 2 | | <p>A: Plans outreach workshops for stakeholder groups (Chapters, employers, universities, women's groups, etc.).</p> <p>O: Workshops delivered.</p> | Task force is oversight and advocacy focused on increasing number of newly licensed female engineers. | Tracey works directly with employers in 30x30 awareness sessions, as well as chapters in organizing some of the events. Staff meet with main PEO chapter leads quarterly, since they do run Awareness Sessions for the employers within their region, and once they have employers from their region, they pass on the contacts to PEO staff, to take it from there. |
| 3 | Engineers, Architects and Building Officials (EABO) Committee | <p>A: Develops joint position statements related to elements of the design and construction industry.</p> <p>O: Position statements recommended to Council.</p> | Advocacy is typically an association function. | <p>On May 1, 2020, PEO informed EABO members that PEO is no longer a part of this committee due to non-regulatory issues that EABO deals with. These activities are no longer in place.</p> |
| 4 | | <p>A: Assembles and shares information on construction best practices, new construction types, technical codes and standards.</p> <p>O: Information about best practices, etc., assembled and shared with EABO members at meetings.</p> | Information-sharing supports coordination of efforts amongst various professions involved in design and construction. | Currently, EABO is managed by the Association of Consulting Engineering Companies, and they requested a PEO representative for this working group. Sherin Khalil, P.Eng., PEO Practice Advisor, attends their meetings to provide general information on PEO projects, answer relevant questions, or present specific guidelines. |

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

VOLUNTEER LEADERSHIP CONFERENCE PLANNING COMMITTEE (VLCPC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|--|---|--|--|
| 5 | Advisory Committee on Volunteers (ACV) | <p>A: Develops means to recognize PEO volunteers and their employers.</p> <p>O: Recommendations to Council for volunteer and volunteer employer recognition</p> | This activity, recognizing the importance of volunteerism, has an association focus. | <p>NO ACTIVITY</p> <p>This activity is a standing item on the ACV's terms of reference but nothing has been done in over 10 years.</p> |
| 6 | | <p>A: Organizes annual meeting of committee and task force chairs.</p> <p>O: Annual meeting / conference held</p> | Activity is focused on volunteer contributions to the association. | <p>RISK LEVEL: MEDIUM/HIGH</p> <p>Recommendations:</p> <ul style="list-style-type: none"> Stand down ACV and VLCPC. Operationalize volunteer recruitment, management & conference program development. Combine the annual workshop for Chairs and Committee Advisors with VLC (Volunteer Leadership Conference) and OOH (Order of Honour, currently under review – see next page), under a new name, i.e., PEO Volunteer Symposium. Refocus on regulatory issues requiring stakeholder engagement. To minimize need for most people to stay two nights, it's recommended that OOH is taking place on day 1 evening and conference on day 2. This is assuming the conference could be contained to one day. The 2023 conference to be held after the 2023 AGM. A venue should be booked at least one year in advance. Before a venue is sourced, PEO Event Management staff need to know the exact plan for each of these functions: attendees, spouse attendance, food plan. <p>This is consistent with Council's direction that PEO will be primarily a regulator (hence any volunteer and stakeholder engagement should focus on this aspect of our work).</p> |
| 7 | Volunteer Leadership Conference Planning Committee (VLCPC) | <p>A: Plans volunteer leadership conference for Chapter and committee leaders, in conjunction with PEO AGM.</p> <p>O: Volunteer leadership conference held.</p> | This supports an association function. | |

AWARDS COMMITTEE (AWC) EXECUTIVE COMMITTEE (EXE)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|---------------------------|--|--|--|
| 8 | Awards Committee (AWC) | <p>A: Encourages, solicits, and considers nominations for PEO and joint PEO/OSPE awards.</p> <p>O: Award winners recommended to Council (and OSPE, depending on the award) for approval.</p> | Awards recognize excellence in engineering and volunteerism. | <p>The OPEA program has been fully transferred to OSPE as of November 2021.</p> <p>RISK LEVEL: MEDIUM/HIGH</p> <p>Recommendations:</p> <ul style="list-style-type: none"> Stand down Gala Advisory Committee (GAC), a subcommittee of AWC, as its mandate has been fulfilled. President's Award: Transfer to OSPE, renamed as the Engineering Ally Award. V.G. Smith & S.E. Wolfe Thesis Awards: These awards are available to new licensees who have completed a Specific Examination Program (SEP) as part of their academic requirement for licensure. Since there will be no new assignment of SEP programs after June 30, the recipients would be limited to those applicants who remain in the current system and who are allowed to complete their existing exam programs. Once the stream of eligible applicants ends (within 3 to 5 years, and possibly less), these awards would have to be discontinued anyway. As awards don't support PEO's regulatory mandate and our focus is rather on volunteer recognition (i.e., Order of Honour), the best recommendation is to suspend both programs until further review. Sterling Award: Consultations are still taking place, with an option to transfer to the Engineers Foundation for Education. Order of Honour: Operationalize as part of PEO Volunteer Service Recognition Program, with the new guidelines and volunteer involvement in the selection process. Change the committee's name to the Order of Honour Selection Committee (OSC). External honours and recognition: Restrict to volunteer recognition programs which reflect public protection values of PEO as the regulator, namely: The Sovereign's Medal for Volunteers, Fellow of Engineers Canada (FEC), and the Ontario Volunteer Service Awards. Stand down the External Honours Subcommittee. |
| 9 | | <p>A: Encourages and solicits nominations for external awards related to engineering.</p> <p>O: Nominations for awards given by other organizations.</p> | External honours recognize excellence amongst professional engineers and volunteers. | |
| 10 | Executive Committee (EXE) | <p>A: Considers recommendations for President's Award for non-engineers who have demonstrated extraordinary support for or promoted public awareness of the engineering profession.</p> <p>O: Award recipient recommended to Council for approval.</p> | Awards raise the profile of the association and encourage support for and awareness of the engineering profession. | |

EDUCATION COMMITTEE (EDU)

EDUCATION CONFERENCE PLANNING SUBCOMMITTEE

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|--|---|--|--|
| 11 | Education Committee (EDU) | A: Supports Engineering Innovation Forum. O: Conference on innovation funded and held. | Promoting a culture of innovation is a noteworthy association objective. | NO ACTIVITY The EDU has been inactive since 2018. At the April 2022 Council meeting, the GNC's report recommended that the EDU be stood down and its activities operationalized, for being part of the "Neither" outputs. Note: The Chapters also run K-12 programming and that has been reviewed as part of the RCC's risk assessment. Recommendations: <ul style="list-style-type: none">Stand down EDU and the Education Conference Planning Subcommittee.Discontinue all EDU activities. Tracey Caruana, P.Eng., PEO Manager, EIT Programs, advised that all activities for EDU should be discontinued, as these activities were focused on K-12 outreach which does not currently fall under PEO's regulatory mandate and, as mentioned, "PEO does not regulate or govern primary and secondary education".At this point Tracey does not see any consequences in dropping these activities as they focused on K-12. Promotion of engineering to K-12 students falls under association and therefore will not leave a gap in our current objectives or mandate. At this stage for students, they are making the decision if they should pursue engineering in university or not. Our focus in the EIT and Student department is to make post-secondary/University students aware of licensing and steps after graduation. We would not get into that level of detail or information to primary or secondary school students. |
| 12 | | A: Plans outreach to JK-12 students. O: Materials about engineering for use in JK-12 classrooms. | PEO does not regulate or govern primary and secondary education. | |
| 13 | | A: Considers Chapters proposals for special projects funding related to educational outreach in JK-12 O: Funding decisions for Chapters educational outreach projects. | | |
| 14 | | A: Develops advice for PEO Council regarding education-related policies. O: Advice to Council, and via Council to government, about educational issues related to engineering. | Query to what extent PEO should be involved in matters of broader public policy. PEO does not regulate or govern primary or secondary education. | |
| 15 | Education Conference Planning Subcommittee | A: Plans Education Conference. O: Conference to encourage innovative, engineering related outreach programs for pupils in JK to Grade 12. | PEO does not regulate or govern primary or secondary education. | |

EQUITY & DIVERSITY COMMITTEE (EDC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|--------------------------------------|--|--|--|
| 16 | | <p>A: Oversees use of online Equity and Diversity training module by chapter and committee volunteers.</p> <p>O: Report to Council on extent of online equity and diversity module completion.</p> | | <p>PEO online Equity and Diversity training module was outdated and has been discontinued. Meanwhile, Engineers Canada developed a new EDI training webinar for engineers and geoscientists. This training was produced by EC in partnership with Geoscientists Canada, Engineers and Geoscientists British Columbia, with guidance from the EC EDI Training Task Force, made up of representatives from the 30 by 30 Champions network, including engineering regulators, the National Society of Black Engineers (Canadian Chapters), Natural Sciences and Engineering Research Council (NSERC) Chairs for Women in Engineering, and EngiQueers Canada.</p> |
| 17 | Equity and Diversity Committee (EDC) | <p>A: Develops proposals to recognize equity and diversity at the Chapters level.</p> <p>O: Award proposal to Council to recognize equity and diversity contributions at the Chapters level.</p> | This reflects concern about equity and diversity as reflected in association activities. | <p>The proposal hasn't been approved. Instead, the Awards Committee (AWC) incorporated an EDI factor in the OPEA Citizenship Award category. The OPEA Program has been fully transferred to OSPE.</p> <p>NO WORK FOR THE COMMITTEE</p> <p>We are mindful of our obligations as a regulator, as an organization and as an employer, to maintain an operational environment and a regulatory regime that is inclusive, diverse, equitable, and free of discrimination. There are several ongoing initiatives like the new Anti-Racism and Equity (ARE) Code, that support our ongoing efforts to become a more enlightened and responsive self-regulator and enhance our ability to regulate in the public interest as the statute requires. Moreover, OSPE's EDI Task Force has a mandate to provide leadership on matters related to diversity, inclusion and equity, and the elimination of discrimination in Ontario's engineering profession.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> Stand down EDC. Make the Engineers Canada EDI training webinar obligatory for PEO staff and volunteers. Operationalize EDI activities. |

EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

HUMAN RESOURCES COMMITTEE (HRC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|---|---|--|--|
| 18 | Experience Requirements Committee (ERC) | <p>A: Trains ERC members on how to conduct interviews etc.</p> <p>O: Interview and related training programs for ERC members.</p> | Training supports the regulatory role of ERC but is not regulatory per se. | <p>This activity was pending confirmation in context of ERC's renewed focus on statutory role in licensure. Currently, the training for onboarding ERC members involves having them attending an interview (or multiple) as an observer, until they become comfortable enough to conduct interviews themselves. Besides that, it is a typical staff support regarding the paperwork around the interview.</p> <p>As per the GNC's request from October 17, 2022, all ERC members were asked to provide their feedback on the current interview and related training programs for the committee. Based on the feedback from ERC, PEO Manager, Experience Assessment confirmed that the current process/training of new members is acceptable. Moreover, considering the changes to PEO's new licensing process and the uncertainty of the future of ERC, he advised not to offer any training until they have a clear understanding of ERC's scope in the new licensing process.</p> |
| 19 | Human Resources Committee (HRC) | <p>A: Reviews and attempts to resolve significant staff HR issues.</p> <p>O: Resolutions or recommendation (to Registrar?) on significant staff HR issues</p> | The CEO/Registrar is responsible for resolving individual staff issues. | <p>HRC was stood down in 2021 and replaced by HRCC. Volunteer operations are now managed by staff.</p> |
| 20 | | <p>A: Reviews and attempts to resolve significant volunteer HR issues.</p> <p>O: Resolutions or recommendations on significant volunteer HR issues.</p> | Engagement of volunteers is an association function. | |

GOVERNMENT LIAISON COMMITTEE (GLC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|------------------------------------|---|---|--|
| 21 | Government Liaison Committee (GLC) | A: Oversees and advises Chapters on engagement with local MPPs. O: Recommendations and ad hoc assistance to Chapters on matters related to engagement with MPPs | Lobbying elected officials in this manner is typically an association activity. | RISK LEVEL: SEE THE RCC RISK ASSESSMENT The GLP Program is currently being reviewed. As advised by recently retired Jeannette Chau, P.Eng., Manager, Government Liaison Programs (recently retired), the mandate of the GLC is to oversee the activities of the GLP (Government Liaison Program). The GLP-related activities are mainly at the chapter level and the risks for those activities are being assessed via the Chapter consultation/RCC. And a Queen's Park reception has been put on hold, pending the results of the "Neither" outputs. Recommendations: <ul style="list-style-type: none"> Split necessary GLP activities between GLC and External Relations, with appropriate accountability to Council (see the update below). |
| 22 | | A: Oversees the development of government relations communications tools such as newsletters Engineering Dimensions articles, etc. O: Newsletters, articles, etc. produced with committee oversight. | Advocacy is typically an association activity. | |
| 23 | | A: Plans Queens Park reception to educate MPPs on role and work of PEO and discuss regulatory issues. O: Queens Park reception for MPPs and PEO representatives. | | |

Update from David Smith, PEO Director, External Relations:

PEO will be undertaking a broad external relations strategy to implement an engagement approach that reflects the best practices between a regulator and its key stakeholders. This initiative aligns with strategic goals Council approved at its June 2022 meeting that formed PEO's 2023-25 Strategic Plan. Specifically, goal #4 of the plan is to "Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO."

To achieve this goal, we will develop a strategic approach where regular, coordinated, and purposeful engagement is maintained with government, co-regulatory bodies and other relevant stakeholders. The outputs will help inform our policies, practices and strategic initiatives and align with our mandate of protecting the public interest as well as maintain public confidence in our regulatory role. The external relations strategy will consider all forms of stakeholder engagement including any formal arrangements or initiatives currently in place including, but not limited to, the **Government Liaison Committee, PEO's government relations activities, PEO-OAA Joint Liaison Committee, and PEO-OSPE Joint Relations Committee.**

While PEO already communicates with its stakeholders, we will enhance our strategic capabilities through increased engagement to ensure we are doing the utmost to fulfil our regulatory mandate efficiently and effectively.

PEO-OAA JOINT LIAISON COMMITTEE (PEO-OAA JLC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|---|---|--|---|
| 24 | PEO-OAA Joint Liaison Committee (PEO-OAA JLC) | <p>A: Considers submissions from Chief Building Officials related to the requirement for a service of an architect and/or professional engineer related to general design or review.</p> <p>O: Replies to questions and comments from CBOs.</p> | Harmonious relations amongst the design and construction related professions and with building officials serves an association function. | <p>NO WORK FOR THE COMMITTEE</p> <p>PEO-OAA JLC was established to handle referrals from municipal building departments on matters related to permitting. This committee was established to meet on an as-needed basis to handle these matters and to avoid the potential for conflicts in jurisdiction between PEO and OAA.</p> |
| 25 | | <p>A: Prepares bulletins to building officials to provide clarity on emerging issues and/or disputes.</p> <p>O: Bulletins prepared and issued.</p> | | <p>To date, no issues have been referred to this committee in more than 10 years and so it has not had to meet. As per the GNC's request from October 17, 2022, PEO Director, External Relations has confirmed with the Ontario Association of Architects (Christie Mills, OAA Registrar and Kristi Doyle, Executive Director) that they do not have any issue with PEO standing down PEO-OAA JLC.</p> <p>Recommendations:</p> <ul style="list-style-type: none"> Stand down PEO-OAA JLC. Operationalize necessary activities via External Relations, to enhance PEO and OAA regulator-to-regulator relationship and channels of communication. |

NOTE: See the update (previous page) from David Smith, PEO Director, External Relations.

PEO-OSPE JOINT RELATIONS COMMITTEE (PEO-OSPE JRC)

| ID | RESPONSIBILITY | ACTIVITY (A) & OUTPUT(S) (O) | REMARKS | RISK LEVEL / RECOMMENDATIONS & NEXT STEPS |
|----|---|---|--|--|
| 26 | PEO-OSPE Joint Relations Committee (PEO-OSPE JRC) | <p>A: Builds and strengthens relationships between PEO and OSPE and provides a forum for the resolution of disputes.</p> <p>O: Disputes resolved.</p> | Activity and related outputs are difficult to quantify, but do not appear to fit within either regulatory or governance functions as defined here. | <p>RISK LEVEL: MEDIUM/HIGH</p> <p>Given PEO's new external relations division, which aims to implement engagement methods that reflect the best practices between a regulator and its key stakeholders, consistent and meaningful communication between PEO and OSPE would be coordinated and maintained through this operationalized approach.</p> <ul style="list-style-type: none"> Sandro Perruzza, OSPE Chief Executive Officer discussed this with OSPE's Board of Directors and proposed to replace PEO-OSPE JRC with semi-annual Leadership Summits. The Leadership Summits would happen shortly after both Boards/Council are elected (sometime between Mid-May and Mid-June), and again in November before the PEO November Council Meeting. PEO could host one meeting and OSPE would host another one. Topics to discuss include priorities for the new PEO Council, OSPE Board, areas of common interest, possible areas of conflict, and being aware of where each organization is going over the next few months. Staff would take it from there and ensure smooth sailing between the two organizations and would provide direction around priorities from our governing bodies. OSPE has already in place a similar solution for their collaboration with the Ontario Association of Certified Engineering Technicians and Technologists (OACETT). <p>Recommendations:</p> <ul style="list-style-type: none"> Replace PEO-OSPE JRC with semi-annual Leadership Summits. Operationalize other necessary activities via External Relations. |

APPENDIX B: RISK REGISTER

PROJECT NAME: RISK ASSESSMENT - PEO ACTIVITIES THAT ARE NEITHER GOVERNANCE NOR REGULATORY (CHAPTERS & RCC EXCLUDED)

PROJECT MANAGER: LIZ MAIER

STAFF SUPPORT: ROB DMOCHIEWICZ

**Please note: ratings are given for a pre-mitigation environment

Use the pull down menu

| Activity | Committee | Risk Category | Possible Risks | Probability | Impact | Risk Level | Approach | | | |
|--|--------------|---------------|--|-------------|----------|------------|----------|---------|-------|-----------|
| | | | | | | | Accept | Monitor | Avoid | Eliminate |
| Organizes annual meeting of committee and task force chairs. Plans volunteer leadership conference for Chapter and committee leaders, in conjunction with PEO AGM | ACV & VLCPC | Reputational | Conference is seen to be non-inclusive or not culturally sensitive. | Possible | Major | High | | | X | |
| | | Reputational | Conference goes off topic and/or shares a position not in line with PEO policy/procedures. | Possible | Moderate | Medium | | X | | |
| | | External | Guest speaker misrepresents PEO and/ or speaks/behaves inappropriately (questionable expertise, unsubstantiated claims, or extreme views, etc.) and PEO is seen as supporting these. | Possible | Moderate | Medium | | X | | |
| | | External | Conference attendees behave inappropriately and the photos or recordings are featured in media. | Possible | Moderate | Medium | | X | | |
| | | External | Conference hosted at an establishment that recently had charges brought against it, which makes the attendees question the values of PEO. | Unlikely | Severe | Medium | | X | | |
| | | Safety | Food allergies are unidentified by conference organizer. | Unlikely | Major | Medium | | X | | |
| | | Safety | Attendee has a car accident, or is in a plane incident/train derailment, while travelling to a conference. | Possible | Severe | High | | | X | |
| | | Safety | Stakeholder is upset with information being presented and presents as a physical threat to other volunteers and staff. | Unlikely | Major | Medium | | X | | |
| | | Safety | Venue is not AODA compliant or does not follow OSHA requirements (i.e., conference attendee experiences accessibility issue). | Unlikely | Moderate | Low | X | | | |
| | | Safety | Unknown health or virus outbreak. | Possible | Severe | High | | | X | |
| | | Safety | An emergency happens at the conference, such as fire or a medical episode or dangerous lightning storm. | Possible | Severe | High | | | X | |
| | | Legal | Civil or criminal disruptions during a conference. | Possible | Major | High | | | X | |
| | | Legal | A person is injured during the conference and sues PEO for personal injury. | Possible | Moderate | Medium | | X | | |
| Encourages, solicits, and considers nominations for PEO and joint PEO/OSPE awards. Encourages and solicits nominations for external awards related to engineering. Considers recommendations for President's Award for non-engineers who have demonstrated extraordinary support for or promoted public awareness of the engineering profession. | AWC & EXE | Reputational | AWC/EXE members assessing award nominations are biased and/or have conflicts of interest. | Unlikely | Major | Medium | | X | | |
| | | Reputational | Awards and recognitions seen as a professional association activity. Self-congratulatory functions can confuse members of the public and even the profession as to the public protection role of PEO as the regulator. | Likely | Major | High | | | X | |
| | | Reputational | PEO is being accused of nepotism, after award nominee or nominator had a direct connection to a member of the selection committee through their PEO network and they received guidance on preparing their nomination. | Possible | Major | High | | | X | |
| | | Reputational | Non-inclusive selection criteria. | Unlikely | Major | Medium | | X | | |
| | | Reputational | PEO providing a platform for "celebrity" engineers to speak out on issues outside of their expertise. | Possible | Moderate | Medium | | X | | |
| | | Safety | The ability of the regulator to perform its primary public protection functions is compromised because award recipient has legal issues. | Unlikely | Severe | Medium | | X | | |
| | | Financial | PEO is criticized for inappropriate use of funds, on activities that are not regulatory. | Possible | Major | High | | | X | |
| | | Financial | The time, energy and cost of the awards process are not available for core regulatory activities. Registration applications, investigations and discipline activities may be delayed to the extent that staff, Council and AWC members take time to prepare for and attend the award events. | Possible | Moderate | Medium | | X | | |
| | | Legal | Confidential/personal information included in award nomination processed by AWC members made public. | Unlikely | Major | Medium | | X | | |
| | | Legal | Award recipient later requires an investigation, discipline, or other enforcement measures. | Possible | Severe | High | | | X | |
| Builds and strengthens relationships between PEO and OSPE and provides a forum for the resolution of disputes. | PEO-OSPE JRC | Reputational | PEO is seen as unprofessional regulator, supporting OSPE's advocacy mandate and their role as a strong voice for engineers. | Possible | Major | High | | | X | |
| | | Reputational | PEO is seen as not existing autonomously from OSPE. | Likely | Major | High | | | X | |
| | | External | PEO and OSPE deliver mixed or conflicting messages and PEO is seen to be straying out of lane. | Possible | Moderate | Medium | | X | | |
| | | External | Member of public puts information on social media that there is no real division of regulatory and advocacy mandates. | Possible | Major | High | | | X | |

Briefing Note – Decision

COUNCIL REMUNERATION FRAMEWORK REVIEW

Purpose: To provide an update on the Governance and Nominating Committee’s work to review research findings and set direction for further action regarding a framework for Council remuneration.

Motion to consider: (requires a simple majority of votes cast to carry)

That Council direct staff to undertake further broad exploration and study, including a variety of options and models based on those used by other regulators, on the *Council Remuneration Framework* with a report back to the GNC and ultimately Council for further consideration.

Prepared by: Marina Solakhyan – Director, Governance and Sheetal Rawal—Research and Policy Analyst-Special Projects

Moved by: Arjan Arenja, Chair of the Governance and Nominating Committee

1. Need for PEO Action

As part of its 2022-2023 Workplan, the Governance and Nominating Committee (GNC) was tasked with researching and setting direction on a framework for Council remuneration. At its meeting of February 6, 2023, the GNC reviewed a staff report on Council remuneration (Appendix A).

It has been nearly a decade since Council has considered Council remuneration. Following a review conducted by the Human Resources Committee (HRC) in 2013, HRC recommended that Council approve a motion to provide honoraria to the President and Councillors. This motion was defeated at the Council meeting of March 21, 2014.

Since then, PEO has experienced significant changes that have likely altered the ‘job description’ and working conditions of Council members. An increase in governmental and public scrutiny of regulators, further documentation of economic disparities in the engineering profession (particularly with respect to gender), as well as Council’s new commitments in the ARE Code all inform the topic of Council remuneration.

There is also a prevailing shift in self-regulation toward a professionalization of boards: skills- and competency-based boards (increasingly appointed or, where elected, with a candidate screening process in place), paired with the remuneration of board members. Council remuneration is increasingly seen as an effective governance practice in the regulation of professions.

Currently, only lay members of Council receive remuneration, paid for by the province. The PEO By-Law specifically prohibits all Council members (elected or appointed) from receiving remuneration from PEO for their roles. They are, however, permitted to receive reimbursement for expenses from PEO as provided for in the By-Law.

Given the changes since 2014, and in looking to other regulators and other relevant contexts, a formal assessment of the existing remuneration framework for Council members is warranted.

2. Proposed Action / Recommendation

Council to direct staff to undertake further broad exploration and study, including a variety of options and models based on those used by other regulators, on the *Council Remuneration Framework* with a report back to the GNC and ultimately Council for further consideration.

3. Next Steps (if motion approved)

On receiving Council's direction, staff will carry out the required work for a remuneration framework review will be carried out in a manner that:

- a. Consults with licence holders, as well as past and present Council members in order to understand how Council remuneration might affect succession, performance, and inter-Council dynamics;
- b. Is sensitive to the culture of public service and volunteerism at the heart of PEO;
- c. Is guided by a conceptual framework of principles;
- d. Studies the financial impact of remuneration (including the current expense reimbursement program);
- e. Communicates with the public, licence holders, and other stakeholders about the remuneration review in order to ensure transparency; and
- f. Considers whether the remuneration review should include the remuneration of other volunteers who exercise functions under the Act more broadly.

4. Appendices

Appendix A – "Council Remuneration Framework: An Introduction" Staff Report to the GNC, 6 February 2023.

Council Remuneration Framework: An Introduction

Purpose: To introduce a review of the remuneration framework at PEO for those exercising functions required by the *Professional Engineers Act*, beginning with Council members, followed by other types of volunteers.

Prepared by: Sheetal Rawal – Research and Policy Analyst (with input from the Director, Governance)

Background

As a part of the Governance and Nominating Committee (GNC) Workplan for 2022-2023, the GNC is tasked with researching and setting direction on a framework for Council remuneration. This work falls under the GNC's responsibility to assist Council in delivering effective governance practices.¹

It has been nearly a decade since PEO Council has considered remuneration of Council members. In February 2013, Council approved a motion requesting that the Human Resources Committee (HRC) study and report on the provision of honoraria to elected and appointed Councillors. Following its review, the HRC recommended the approval of motions providing for honoraria for the President and Councillors. These motions were defeated at the Council meeting of March 21, 2014.

There have been significant changes at PEO since then. The ongoing modernization of PEO, increased government and public scrutiny, the adoption of an Anti-Racism and Equity Code, the 30 x 30 initiative, the ripple effects of the global pandemic, and major regulatory changes through FARPACTA and PEAK are some examples. These developments have likely resulted in material changes to the 'job description' of Council members.

There has also been significant shift in self-regulation, with regulators moving to professionalize their boards. This trend is two-fold: smaller, skills- and competency-based boards (often with appointed members or with some sort of screening process in place), paired with the remuneration of board members.

Given these changes, and in looking to other regulators and the municipal context,² a formal assessment of the existing remuneration framework for Council members is warranted. While discussions about one's own remuneration can be challenging, they are necessary. Remuneration can have an impact on the effective operation of a governing body. Even if the GNC decides against a change in the remuneration framework, that decision ought to be articulated through a transparent review.

Existing PEO Framework

Currently, only lay members of Council receive remuneration, paid for by the province.³ The PEO By-Law specifically prohibits all Council members (elected or appointed) from receiving remuneration from PEO

¹ GNC Workplan Final - Revised November 29, 2022.

² "Council & Board Remuneration Guide," Union of BC Municipalities, September 2019; "Municipal Council Compensation in Ontario, The Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO), March 2018.

³ Professional Engineers Act, section 3(4): "Remuneration of lay members

for their roles. They are, however, permitted to receive reimbursement for expenses as provided for in the By-Law.⁴

There is no schedule or policy providing for a regular review of Council remuneration.

The province uses the following principles to guide remuneration of government appointees:

“Government appointments will respect the needs of the entity to which they have been appointed but will also reflect the diversity of the people of Ontario and the need to deliver services and decisions in a professional, ethical and competent manner.

Determinations regarding the remuneration of appointees shall include the following considerations:

- Nature of the service;
- Complexity of the tasks to be performed; and
- Amount of time to be spent.

However, an element of public service is implied in any appointment by the Government of Ontario and, therefore, any remuneration that may be paid is not necessarily competitive with the marketplace.

Remuneration that may be paid, if any, is intended to balance the importance of public service within a remuneration framework that demonstrates value for money.”⁵

Lay appointed members are remunerated by the province as follows:⁶

| Level 1 | Remuneration |
|-------------|---------------------|
| Members | Up to \$150 per day |
| Vice-Chairs | Up to \$175 per day |
| Chairs | Up to \$225 per day |

The persons appointed under clause (2) (c) shall be paid, out of the money appropriated therefor by the Legislature, such expenses and remuneration as is determined by the Lieutenant Governor in Council.”

Clause (2)(c) of section 3 refers to appointed lay members on Council: “(c) not fewer than three and not more than five persons who are not members of the governing body of a self-regulating licensing body under any other Act or licensed under this Act and who are appointed by the Lieutenant Governor in Council;”

⁴ PEO By-Law 1, sections 31 – 33.

⁵ <https://www.ontario.ca/page/agencies-and-appointments-directive#section-5>

⁶ “Council of the Association of Professional Engineers of Ontario,” Province of Ontario: <https://www.pas.gov.on.ca/Home/Agency/435>

What are others doing?

It is an increasingly common best practice to compensate members of regulatory boards, including professional regulators, for their work.⁷

While public service continues to be recognized through the type or amount of remuneration (e.g. an honorarium below the amount of a salary), there is a prevailing view that members of boards of directors bring expertise and skills in setting policy direction and should therefore receive compensation that reflects the value of the work they perform. Further, they should not incur personal costs because of their board positions.

➤ Engineering Regulators

| Jurisdiction | Remuneration other than expense reimbursement for Council Members? | Does the Chair receive remuneration? | What type of remuneration? |
|--------------------------------|---|---|--|
| British Columbia (EGBC) | Yes, for both elected and appointed | Yes | Meeting Fee for members, flat-fee retainer for Chair |
| Alberta (APEGA) | No | Yes | Honorarium for the Chair |
| Saskatchewan (APEGSP) | Only for public members | No | Per diem for public members |
| Manitoba (APEGM) | Only for appointed members | No | Honoraria for appointed councillors |
| New Brunswick (APEGNB) | No | No | n/a |
| PEI | No | No | n/a |
| Nova Scotia | No | No | n/a |
| Newfoundland (PEGNL) | No | No | n/a |
| Yukon (APEY) | No | No | n/a |

⁷ 2021 Review of the Law Society of BC, Harry Cayton: “The direction of reform in regulation of professions is clear across numerous jurisdictions. [...] Board members may be paid an appropriate fee for their work.” Page 12.

➤ **Selection of Other Regulators**

| Regulator | Remuneration other than expense reimbursement for Board Members? | Does the Chair receive remuneration? | What type of remuneration? |
|---|---|---|--|
| Law Society of Ontario | Yes | Yes | Per diems for benchers, honorarium for Treasurer (Chair) |
| College of Nurses of Ontario | Yes | Yes | Stipends (Chairs at higher rate) |
| Ontario College of Pharmacists | Yes | Yes – the same rate as the other Directors | Per diems |
| College of Physicians and Surgeons of Ontario | Yes | Yes | Hourly rate for members, stipend for president |
| Royal College of Dental Surgeons of Ontario | Yes | Yes – different rate for role | Per diems, stipend for president |
| Ontario College of Teachers | Yes | Yes | Honoraria |

Issues and Considerations

Based on research, the following considerations inform the question of fair and reasonable compensation for those who serve on Council:

1. Responsibility

PEO Council members have the weighty responsibility of regulating the practice of engineering in the public interest. Lives and livelihoods across the province are affected by their work.

- Should there be some compensation for the immense responsibility taken on by Council members?

2. Skills and Competencies

As boards (elected and appointed) move to governance practices that formally define the specific skillsets and competencies required of board members, they also head in the

direction of reasonable compensation that reflects the value of the work members are expected to perform to a high standard.

For example, the EGBC in its 2022 “Council Remuneration Policy” states that remuneration is provided to: “[a]ttract and retain qualified individuals to serve as Councillors” and “[p]artially compensate Councillors for their time and lost opportunity costs and be seen as ‘value received’ for value given.”⁸

In a 2016 Literature Review on “Board Member Remuneration and Compensation,” the College of Nurses of Ontario (CNO) found that “board compensation combined with high, formal standards for board members and board performance may contribute to more effective governance.”⁹

In its final report, CNO’s “Leading in Regulatory Governance Task Force” determined that all directors and committee members would be “required to meet specific competencies and be assessed against those competencies”¹⁰ and would therefore receive the same compensation level.

- Would remuneration help attract and recognize those with the specific skills and attributes that PEO Council requires?
- Would remuneration paired with a competency-based succession program enhance Council governance?
- Would remuneration enhance performance and engagement on Council by setting a professional tone, affirming Council members’ responsibilities, and recognizing the competencies that are expected of them?

3. Time Commitment and Nature of the Work

PEO Council members commit a considerable amount of time and effort to PEO.

As discussed in the background section, the work of PEO Council has changed. There has also been an increase in public and governmental scrutiny of professional regulators.

In recommending the implementation of honoraria for its council members, a 2018 Engineers and Geoscientists BC (EGBC) task force recognized: “the role of Council has become increasingly complex with the expectation of significant preparation and as a result, strongly supports implementing honorariums.”¹¹

- Does an increase in attention to the work of regulators change expectations around performance in the role and/or raise the level of risk Council members are expected to assume?
- Have Council members’ working conditions changed since 2014?

⁸ EGBC’s “Council Remuneration Policy” at page 2 available at Appendix A.

⁹ CNO Literature Review at page 28.

¹⁰ CNO Final Report at page 20.

¹¹ EGBC “Nomination and Election Review Task Force Report” 2018 at page 8-9.

4. Public Service and Volunteerism

Those who run for PEO council are driven by a sense of public service. PEO has a proud history of volunteerism. Remuneration often takes cultures of service into account. Compensation amounts for professional regulators and municipal councils are usually set to recognize the public service nature of their work (i.e., they provide for an amount that is not equivalent to a full-time salary for work of comparable value).

Directors of charitable corporations have a 'duty to act without personal benefit' and are generally prohibited from receiving compensation as a director.¹² PEO, however, is not a charitable corporation, and as discussed above, regulatory bodies across sectors are recognizing that some level of compensation is warranted for the work of board members.

One approach to the public service question is to make acceptance of honoraria voluntary. While the Ontario Society of Professional Engineers (OSPE) is not a regulator, it does draw board members from a pool of professional engineers committed to public service. OSPE provides honoraria to board members, however acceptance of the honoraria is voluntary.¹³

The defeated 2014 motion about PEO Council remuneration also accounted for public service with the following proposed provision: "A Councillor may choose to gift his or her honorarium to a charity of his or her choice or to his or her employer for lost work time."

5. Council Succession and Financial Barriers to Participation

Remuneration is often seen as a tool to reduce barriers and attract capable people from a variety of backgrounds to serve.

In the municipal context, research by the Rural Ontario Institute into councillor demographics is instructive. Municipal councils tend to comprise of a disproportionately high percentage of men who are white, older (median age of 60/61), and have a high likelihood of being retired.¹⁴

The same structural factors that result in these municipal council demographics likely also narrow the talent pool from which PEO can attract candidates. Those who are early or mid-career, those with young families, student debt, childcare costs, full-time jobs without flexibility, precarious income, etc., may have to prioritize paid work and other obligations over an unpaid commitment.

With each barrier to council participation, PEO loses the opportunity for new skills, perspectives, and experiences.

¹² "Paying a director or officer of a charitable corporation," Province of Ontario: <https://www.ontario.ca/page/guide-not-profit-corporations-act-2010#section-5>; "The Legal Duties of Directors of Charities and Not-For-Profits," Terrence Carter: <https://www.carters.ca/pub/article/charity/govset/A-duties.pdf> at page 6.

¹³ OSPE Nomination and Election Package 2023 at page 9.

¹⁴ "Measuring Rural Community Vitality: Municipal Councillor Profile" Ryan Deska, 2016. <https://www.ruralontarioinstitute.ca/uploads/userfiles/files/Municipal%20Councillor%20Profile.pdf>

6. Pay Equity

As discussed in the previous section, ‘volunteerism’ can come at a cost that many are unable to pay, even for those with a strong public service motivation.

It is well documented that a significant wage gap exists in the engineering profession to the detriment of women.¹⁵ Women “are unequal participants in the engineering workforce,” facing economic barriers and missing out on substantial earning power vis-à-vis their male counterparts.¹⁶

PEO’s Anti-Racism and Equity Code notes data from Statistics Canada that indicate that despite high education levels in the labour market core age group, Black Canadians have “lower levels of remuneration” and are “‘deeply underrepresented’ on corporate boards.”¹⁷

Remuneration for Council members should be considered from a pay equity perspective and the broader context of underrepresentation and underparticipation in the profession by women and racialized engineers.

7. Council Equality

As noted above, lay members are the only members of PEO Council who receive remuneration beyond expense reimbursement.

The College of Nurses noted in its decision to adopt an “equal pay for equal work” approach to Council remuneration as part of its recent governance reform, “[t]here has been feedback from Council that the unequal remuneration of nurse and public directors is unfair.”¹⁸ CNO’s competency-based view of remuneration discussed above supports the rationale that all directors receive the same honorarium.

- Would PEO Council function more effectively if all members (elected or appointed, professional engineer or lay) were compensated equally?

8. Remuneration Types

Options for compensation include per diems, retainers, honoraria, stipends, benefits, and expense reimbursements. They can account for differences in roles between chairs and council members. They can include work such as preparation time.

¹⁵ OSPE, “Ontario Government Announces Pay Transparency Legislation,” 2018: As noted in the aforementioned submission, OSPE’s analysis of compensation data from the 2016 OSPE Mercer National Engineering Compensation Survey revealed that, for individuals with one to eight years of engineering experience, the wage gap between men and women was up to 5%. However, the longer one worked in engineering, the wider the wage gap between men and women. The largest discrepancies were evident in the most senior levels of engineering responsibility, ranging from 7% to 10%.”

¹⁶ “Engineers Canada’s Submission to the Standing Committee on the Status of Women” May 2017 at page 7.

¹⁷ ARE Code at Page 11.

¹⁸ College of Nurses of Ontario, “Final Report of the Leading in Regulatory Governance Task Force,” May 2017.

9. Expense Reimbursements

The expense reimbursement program at PEO should be examined as part of the remuneration review. The 2019 review of PEO's regulatory performance raised questions regarding the efficiency and effectiveness of expense reimbursement.¹⁹

Next Steps

As remuneration can become a politicized topic, especially when decision-makers stand to benefit from a change in policy they initiated, the following next steps are recommended:

➤ Qualitative Research

A survey of licence holders would assist in understanding whether a lack of remuneration poses a barrier to Council participation. Would licence holders be more likely to run for election if Council members received compensation?

Interviews and/or focus groups with sitting and past Council members would also be helpful. Enquiries could be made as to the current requirements of the job, whether remuneration might lead to enhanced engagement and performance, whether equal remuneration would affect Council dynamics, and what type of remuneration Council members think is appropriate.

➤ Communications

Any remuneration review ought to be paired with public- and licence holder-facing communications that educate on the nature of Council members' roles, the purpose of remuneration and how remuneration levels are arrived at, the principles that guide Council decisions regarding remuneration, clear and complete details about remuneration, and information on the process and timing of remuneration reviews.²⁰

➤ Who should conduct the review?

Three common options for remuneration reviews are staff, an independent task force (sometimes called "citizens' committees"), and experienced consultants.²¹

To avoid politicization and perceived conflicts of interest for both staff and Council members, the GNC may wish to recommend that Council engage a qualified independent party to conduct the review of Council remuneration, along with the remuneration of other volunteers who exercise functions under the Act more broadly.

Appendix A – Engineers and Geoscientists BC "Council Remuneration Policy"

¹⁹ "It is sometimes suggested that running an organization through volunteers is cost-effective. This is by no means necessarily the case. PEO states proudly that it has over 1000 volunteers. Volunteering is often thought to be an inexpensive way of providing services but volunteers have travel and accommodation expenses to be met and meals to be provided. We were told that over 8000 meals a year are provided in the dining room. According to the accounts for 2018 PEO spent \$817,000 supporting the Chapters, \$726,000 on volunteer expenses and \$141,000 on awards" at page 32.

²⁰ BC Union of Municipalities Guide at page 38.

²¹ BC Union of Municipalities Guide at page 9.

Briefing Note – Decision

C-555-3.6

January to March 2023 Bridge Goals for the CEO/Registrar

Purpose: To consider and approve the CEO/Registrar's bridge goals, as determined in consultation with Council's Human Resources and Compensation Committee (HRCC). These goals are meant to bridge a gap between the former CEO/Registrar and the current CEO/Registrar.

Motion(s) to consider: (requires a simple majority of votes cast to carry)

That Council approve the CEO/Registrar goals as presented in Appendix A (Goals Review Form).

Prepared by: Pauline Gavilanez, HR Consultant

Moved by: Luc Roberge, P.Eng., Chair of Human Resources and Compensation Committee

1. Need for PEO Action

Under the Act, Council has one, critical employee, the Registrar (or CEO/Registrar). Particularly at this most senior staff level, human capital is a vital component in the successful transformation of PEO as it strives to become a more modern regulator. Setting and monitoring goals and objectives for the CEO/Registrar is an important component of Council's role in moving the organization forward. Any goals that are assigned are expected to reflect an overall vision which corresponds to the enhancements required within the organization.

The document appended to this briefing note has been reviewed in conjunction with the incumbent. It provides SMART (Specific, Measurable, Achievable, Realistic, Timely) goals which further define timelines, what is to be accomplished and how it is to be measured. The goals will be reviewed, and meetings will take place as required with the HRCC.

2. Proposed Action / Recommendation

HRCC recommends that Council adopt the proposed goals for the CEO/Registrar in Appendix A (Goals Review Form).

3. Next Steps (if motion approved)

Once approved, the HRCC, will work with the CEO/Registrar to review performance in working towards the specified goals and objectives. The HRCC will provide regular feedback to the CEO/Registrar subject to any input from Council. Any changes or updates to the CEO/Registrar goals will be brought forward to Council for review and approval.

4. Policy or Program contribution to the Strategic Plan

Not Applicable.

5. Financial Impact on PEO Budgets

None.

6. Peer Review & Process Followed

| | |
|----------------------------------|---|
| Process Followed | Outline the Policy Development Process followed. <ul style="list-style-type: none"> Human Resources Committee and Compensation in collaboration with the CEO/Registrar with the assistance of HR prepared the strategic goals and objectives. |
| Council Identified Review | Identify who is to be consulted; how they will be consulted and what kind of response is expected. <ul style="list-style-type: none"> Briefing note is brought to Council on February 24, 2023. |
| Actual Motion Review | Detail peer review and relevant stakeholder review undertaken <ul style="list-style-type: none"> N/A |

7. Appendices

- Appendix A – Goals Review Form



Goals Review Form

CEO/Registrar Bridge Goals & Objectives (January 2023 to March 2023)

Note: Goals aligned to previous CEO/Registrar to maintain continuity and alignment.

| | Area of Focus | Goal (What - Desired Result) | Objective (How) | Status |
|---|--|--|---|--------|
| 1 | GOVERNANCE PILLAR (Direction and Control Approach) | <i>Develop the associated operational plan and budget for any initiatives emanating from the strategic plan.</i> | <ul style="list-style-type: none"> Staff will lead the development of the operational plan identifying key strategies to support the goals of the 2023-2025 Strategic Plan. Any resulting resources and budget requirements will be brought to Council for approval. | |
| 2 | REGULATORY OPERATIONS PILLAR (Modernization) | <i>Operationalize mandatory CPD on-line by April 2023.</i> <i>FARPACTA: Define and rollout communication plan by Q1 2023.</i> <i>FARPACTA: Prepare project plan to operationalize FARPACTA by Q1 2023.</i> | <ul style="list-style-type: none"> Assess compliance and continue to communicate changes and expectations to licence holders. Define and finalize a communications and stakeholder engagement plan to ensure that FARPACTA-driven changes to licensure are fully communicated by the time they are implemented Develop and finalize a project plan that will support PEO in operationalizing the FARPACTA-driven process changes to ensure compliance by July 1, 2023, latest. | |



Goals Review Form

| | | | | |
|---|--|---|---|--|
| 3 | ORGANIZATIONAL PILLAR (Capacity and Capability) | <p><i>Build organizational capacity and capabilities by continuing to implement the organizational design throughout 2023.</i></p> <p><i>Continue to foster a positive work culture and strive to be a high-functioning organization by engaging employees, demonstrating values, and enabling performance throughout 2023.</i></p> | <ul style="list-style-type: none"> • Finalize the organizational structure to ensure VP and Director level roles are aligned and defined. • Develop an action plan from the employee Pulse Survey. • Enable and empower an inclusive, collaborative and innovative culture to reflects PEO core values and DEIB (diversity, equity, inclusion and belonging) and Indigenization. • Align and cascade 2023/24 goals with the current strategic priorities. | |
|---|--|---|---|--|

C-555-3.7

Briefing Note - Discussion

CHIEF ELECTIONS OFFICER'S REPORT ON THE 2023 COUNCIL ELECTION

Prepared by: Eric Chor, Research Analyst

The Chief Elections Officer's Report is attached as Appendix A.

MEMORANDUM

TO: PEO Council

FROM: Allison Elliot, Chief Elections Officer

SUBJECT: Technical Error in Voting for Councillor-at-Large
Position in 2023 Council Elections

Date: February 15, 2023

Summary

In alternating years, members may vote for one or two Councillor-at-Large (CAL) positions. In the 2023 Council election, they were allowed to vote for two CAL candidates.

Voting opened on January 13, 2023 and on January 14, it was discovered that members could only vote for one CAL position. Voting was suspended until the matter was resolved. ClearPicture, PEO's Official Elections Agent, was able to identify a total of 760 votes cast before the portal was closed. The situation was rectified on Monday, January 16. The voting portal was re-opened and voting resumed at 9:00 a.m. Tuesday, January 17.

The 760 member votes already cast for the CAL position were removed after the portal was closed. Voters who had cast their votes during the suspension period were invited to re-cast their ballots but only for the CAL position; votes for all the other positions were unaffected by the error and had already been counted.

Because members were unable to vote for two days, I, in consultation with PEO staff and ClearPicture, authorized an extension of the voting period to 10:00 a.m. on February 21.

Background

Voting opened on January 13, 2023. That morning, Ralph Martin, the three Returning Officers, ClearPicture representatives handling the PEO account, and I met. ClearPicture reviewed the candidate list and how the system works. The Returning Officers were encouraged to, and did, ask questions they had about the how the ClearPicture system worked. The process for this meeting has developed over more than a decade.

At approximately 4:40 p.m. EST on Saturday, January 14, President-elect Fraser informed Jennifer Quaglietta, CEO/Registrar, that voters could only vote for one CAL position rather than two as was permissible. She immediately notified Dan Abrahams, Vice-President, Policy & Governance & Chief Legal Officer. Mr. Abrahams then immediately notified Marina Solakhyan, Director of Governance, of the issue who in turn, notified ClearPicture via email of the problem.

Prior to President-elect Fraser's initiating email, neither PEO staff, ClearPicture nor I had any knowledge of any problem and no basis whatsoever for thinking that the election was incorrectly set up with respect to the number of candidates to be chosen in the CAL category.

ClearPicture responded approximately 30 minutes after receiving Ms. Solakhyan's message. Upon being made aware of the issue, ClearPicture promptly mobilized its team to investigate and communicated with PEO that it was working on the problem, possible solutions, and determining the number of impacted voters.

ClearPicture first advised that the issue may be resolved on Saturday. However, on Sunday morning, ClearPicture it had confirmed that it would need until Monday to implement the changes safely, due to the nature of the change. From that point on, all actions taken were under the direction of PEO staff and culminated with the closing of the voting portal.

Over the course of Saturday night and Sunday morning, various discussions were held between Mss Sollakhyan and Quaglietta and Mr. Scott Murray, CEO of ClearPicture, aimed at managing and remediating the issue with the CAL voting. Because I was out of town and thus not able to be reached for consultation, PEO staff and ClearPicture made the collective decision to temporarily suspend voting until such time as the matter could be resolved. At about 11:40 a.m. on Sunday, ClearPicture confirmed via email that the voting portal had been closed.

Mr. Abrahams had sent me an email at 4:41 p.m. on Saturday and again on Sunday at 10:46 a.m. As mentioned, I was out of town on Saturday and hadn't as yet checked email on Sunday morning. He fortunately was able to locate my home phone number so that I could be contacted and brought up to date. As soon as I connected with all parties involved and brought up to speed, I immediately concurred with their decision to temporarily suspend voting.

I then embarked on an investigation into this matter.

In response to my inquiry to ClearPicture as to what, and when, it received instructions with respect to the number of CAL positions for which members were entitled to vote, ClearPicture advised it could find no record of being provided with any specific information on the matter. As in past years, it set up the vote based on the information in the voting packet provided by PEO. In previous years when two CAL members were to be elected, this was indicated in the packet; the 2023 packet did not indicate two were to be elected.

PEO staff were asked a similar question with respect to instructions given and informed me that they, also, were unable to find any record of the specific information provided to ClearPicture. Ralph Martin, the Manager of Secretariat, was the main contact between PEO and ClearPicture at the time. Despite the fact that Mr. Martin left PEO's employment on January 13, PEO was able to access the inbox on his computer but were not able to find any evidence of voting instructions. However, PEO did find a few emails that suggested a series of meetings were held between Mr. Martin and ClearPicture prior to January 13, so it is possible that this information was provided orally. It is worth noting that PEO's communications materials, including those posted on its website, did not indicate the number of CAL positions available in this election.

Following discussions with PEO staff, ClearPicture and me, it was decided to (1) advise all Councillors as soon as possible of the situation; (2) inform all the 760 voters who had already voted and invite them, if they wished, to revote using new unique identifiers to be sent to them by ClearPicture; and (3) advise all CAL candidates. Subsequently, a message was sent to the members in group (2) to remind them to

vote. Copies of these communications are attached. For your information, they were prepared by Communications and approved by me prior to being sent to ClearPicture for distribution.

I have confirmed again with ClearPicture that all of the 760 CAL votes cast before the suspension have been cancelled. As of 1:15 p.m. on February 15, 535 votes have been recast. ClearPicture is continuing to communicate with the remaining 225 voters in the hopes of closing this gap further before the vote closes.

Notwithstanding that the explanatory messages were clear, some voters became confused and reported having difficulty signing in. That said, all questions raised in this regard were satisfactorily addressed by ClearPicture, meaning that all voters who wanted to re-vote could, and did, do so.

The Returning Officers are scheduled to meet with ClearPicture on February 28 to review processes used during the election before signing off on the final election results.

Conclusion

In my opinion, this unfortunate situation occurred because of human error. As to who may be responsible is indeterminable as it appears instructions were conveyed orally, thus opening for errors on either side.

Recommendations

1. To prevent a similar occurrence in the future, all instructions should be in writing (i.e. email).
2. Prepared a checklist for the initial meeting with the Returning Officers of things for them to be able to confirm – the list of candidates is correct, the zero balance is correct, the number of votes to be cast for each position is indicated, etc.
3. Indicate the number of votes to be cast for each position on the PEO elections website at the beginning of each section, in the elections issue of *Engineering Dimensions*, and on the ClearPicture voting site.
4. In addition, I recommend that staff prepare a complete checklist of all steps in the elections process to be followed. This is an administrative function and Council, which is unfamiliar with the myriad administration aspects of conducting the election, I feel need not be involved. What Council could ask for is that the Chief Elections Officer confirm to the CESC that all items on that checklist were followed. Various staff members are involved in the election process and each such person could sign off that their respective steps were followed. The checklist would greatly assist the CEO in carrying out his/her duties as well as something that the CEO could rely on in the final report.

Respectfully submitted,



Allison Elliot
Chief Elections Officer

What: Email to PEO Councillors

When: Monday, January 16th

Dear PEO Councillors,

I would like to thank all those who took time this weekend to cast a ballot in PEO's 2023 council elections.

Thank you to PEO's Councillors who advised us on Saturday afternoon of the technical error that prevented voters from casting two ballots for the Councillor-at-Large position.

PEO staff responded immediately by connecting with our election vendor, Clear Picture, to solve the technical error. To prevent further escalation of the matter, and the casting of any more spoiled ballots, PEO instructed Clear Picture to temporarily suspend the voting page. A message to licence holders regarding the voting suspension was posted on [PEO's Council Elections](#) page this morning.

Thanks to PEO and Clear Picture's swift response, I am pleased to share that the technical error will be rectified today, and the voting page will reopen at 9 a.m. tomorrow morning (Tuesday, January 17th).

VOTES CAST TO-DATE

Since Friday, 661 PEO licence holders have cast a vote in the 2023 council election. It is of utmost importance that all votes are received fairly and without prejudice. Therefore, all votes cast to-date for the Councillor-at-Large position will be cancelled and those who have voted will receive an email [WHEN?], with a unique voting link, asking them to resubmit their vote. **They will only be able to cast a vote for the Councillor-at-Large position** (their votes for all other open positions have been counted and they will not be able to vote again for those positions).

VOTING PERIOD EXTENDED

To account for the two-day voting page suspension, the voting period will be extended to February 21st at 10 a.m.

EMAIL TO LICENCE HOLDERS

An email to all licence holders will be distributed tomorrow, Tuesday, January 17th, reminding them to vote, letting them know that the voting page is working again, and that the voting period has been extended.

I would like to thank the PEO staff and Clear Picture teams who worked through the weekend to resolve this issue. I will share a report with Council on steps being taken to safeguard against future errors in the coming weeks.

Should you have any questions, please feel free to email me or call me at, 416-333-6320.

Allison Elliot
Chief Elections Officer

WHAT: Email to 760 Licence Holders who voted between January 13-January 15th

WHEN: Wednesday, January 18th at 9 a.m.

DISTRIBUTED BY: ClearPicture

Dear **[INSERT NAME OF LICENCE HOLDER]**,

Thank you for taking time to cast a ballot in PEO's 2023 council elections. Unfortunately, a technical error discovered on January 14th allowed voters to cast only one vote for the Councillor-at-Large position – there are two open positions for Councillor-at-Large. The error has since been fixed, and after a temporary suspension of the voting page, PEO licence holders are able to vote again.

To ensure all votes are captured fairly and without prejudice, PEO cancelled votes cast for the Councillor-at-Large position between January 13th and 15th. We kindly ask that you resubmit your vote for two Councillors-at-Large using the *new* unique voting link provided below, as well as your *new* ID and PIN. **This link allows you to cast a vote for the Councillor-at-Large position only.** Your vote for all other open positions has been counted and you will not be able to vote again for those positions.

[INSERT UNIQUE VOTING LINK]

New ID and PIN:

ID: **[INSERT ID]**

PIN: **[INSERT PIN]**

To make up for the two-day voting page suspension, the voting period will be extended to February 21st at 10 a.m.

If you encounter any issues with submitting your ballot, please contact ClearPicture at 1-844-818-1774.

Thank you for doing your part to ensure that professional engineers are in a strong position to protect the public interest and promote the integrity of engineering in Ontario.

Sincerely,

Allison Elliot
Chief Elections Officer

WHAT: Email to 2023 Councillor-at-Large candidates

WHEN: Wednesday, January 18th at 9 a.m.

DISTRIBUTED BY: Allison Elliott

Subject Line: Voting for PEO's Councillor-at-Large

Dear [INSERT NAME OF CAL CANDIDATE],

As you may already be aware, a technical error occurred in the voting process on Saturday afternoon that prevented voters from casting two ballots for the Councillor-at-Large position.

I am pleased to report that PEO staff responded immediately by connecting with our election vendor, Clear Picture, to solve the technical error. To prevent further escalation of the matter, and the casting of any more ballots, the voting page was suspended. It has been back up since 9 a.m. today.

To ensure all votes are captured fairly and without prejudice, PEO cancelled votes cast for the Councillor-at-Large position between January 13th and 15th. **All 760 PEO licence holders who cast a vote during this time will have an opportunity to resubmit their votes for the Councillor-at-Large positions. Tomorrow at 9 a.m., they will receive an email from Clear Picture which will include a new unique voting link and new ID and PIN.** They will be allowed to cast a vote for the Councillor-at-Large positions only – their votes for all other open positions have been counted and they will not be able to vote again for those positions.

To account for the two-day voting page suspension, the voting period will be extended to February 21st at 10 a.m.

I am grateful to PEO staff and Clear Picture for their efforts to resolve this issue as quickly as possible. We apologize for the inconvenience, and we appreciate your understanding.

Should you have any questions, please feel free to email me at elections@peo.on.ca

Sincerely,

Allison Elliot
Chief Elections Officer

WHAT: Email to XXX Licence Holders whose votes for Councillor-at-Large were cancelled due to the technical error discovered on January 14th

WHEN: [INSERT DATE]

DISTRIBUTED BY: ClearPicture

Dear [INSERT NAME OF LICENCE HOLDER],

REMINDER TO VOTE

A technical error discovered in January on the voting page for PEO's 2023 council elections has resulted in your vote for Councillor-at-Large being cancelled. The error prompted voters to vote for only one Councillor-at-Large, when they should have been able to vote for up to two (there are two open positions for Councillor-at-Large).

We kindly ask that you resubmit your vote for two Councillors-at-Large using the *new* unique voting link provided below, as well as your *new* ID and PIN. **This link allows you to cast a vote for the Councillor-at-Large position only.** Your vote for all other open positions has been counted and you will not be able to vote again for those positions.

[INSERT UNIQUE VOTING LINK]

New ID and PIN:

ID: [INSERT ID]

PIN: [INSERT PIN]

To make up for the two-day voting page suspension which occurred from January 14-16, the voting period will be extended to February 21st at 10 a.m.

If you encounter any issues with submitting your ballot, please contact ClearPicture at 1-844-818-1774.

Thank you for doing your part to ensure that professional engineers are in a strong position to protect the public interest and promote the integrity of engineering in Ontario.

Sincerely,

Allison Elliot
Chief Elections Officer

Briefing Note – Discussion

ELECTIONS REVIEW

Purpose

- To provide an update on the Governance and Nominating Committee's ongoing work to review PEO's elections and make recommendations aimed at reforming and modernizing them.
- For Council to endorse the direction in which this work is headed.

Please note that the 2023 Elections are outside of the scope of this review.

Motion(s) to consider: N/A

Prepared by: Marina Solakhyan – Director, Governance & Sheetal Rawal, Research and Policy Analyst-Special Projects

1. Need for PEO Action

One of the Strategic Goals outlined in Council's 2023-2025 Strategic Plan, is to "[i]mplement a continuous governance improvement program."¹ As part of governance improvement at PEO, Council has tasked the Governance and Nominating Committee with implementing the recommendations of the Succession Planning Task Force (SPTF), as well as a review of the PEO election process.

A key duty of the SPTF was to plan the implementation of Council succession planning based on the recommendations of its predecessor, the Council Term Limits Task Force.² From 2019 to 2020, an external consultant completed a review of PEO succession, reporting on best practices and making recommendations to the SPTF.³ On March 20, 2020, Council carried a motion to accept the report and recommendations of the SPTF. In 2021, responsibility for implementing these recommendations was assigned to the GNC. The SPTF recommendations have not yet been implemented and inform some of the recommendations below.

In examining the election process, staff reviewed requirements in PEO's legislation, the relevant regulation and by-law, as well as commitments such as those in PEO's Anti-Racism and Equity Code (ARE Code). Staff reviewed PEO election-related reports and recommendations from committees, task forces, and external consultants, as well as other materials such as complaints to the CESC and AGM motions regarding elections. Staff also reviewed external election-related reports made by or for other professional regulators.

To assess the elections issues in a structured and principled manner, staff turned to foundational ideas that undergird free and fair elections in our democracy.

Elections Canada is an independent, non-partisan agency responsible for administering Canadian federal elections and referendums. In December 2020, the agency endorsed an

¹ PEO 2023-2025 Strategic Plan at page 10.

² Council approved the terms of reference of the SPTF on June 22, 2018.

³ "Professional Engineers Ontario: Council Succession Best Practice Report, Recommendations & Implementation Framework," Laridae Management Consultants. 26 February 2020.

Electoral Integrity Framework. This Framework defines the electoral integrity principles against which Elections Canada's programs and services are to be measured.

The following six principles make up Elections Canada's Electoral Integrity Framework: **accessibility, security, transparency, reliability, independence, and fairness.**⁴

While the elections at PEO are not akin to electing members of Parliament, these six principles reflect what is expected in free and fair elections in a range of settings worldwide. At its meetings of January 19, 2023, and February 6, 2023, the GNC discussed election process issues using the principles of the Electoral Integrity Framework as a guide, resulting in the recommendations below.⁵

2. Proposed Action / Recommendation

| # | Recommendation | Rationale |
|---|--|---|
| 1 | <p>Survey licence holders to gain insight into perceptions regarding voting, standing for election, and other election process-related issues.</p> <p>Solicit feedback from those who have participated in the election process (including Councillors, former candidates, the Chief Elections Officer, and CESC members).</p> | <p>Given low voter turnout and PEO's commitment to ensuring equity and inclusion at the leadership level, PEO's election process ought to be examined for barriers to participation.</p> <p>Meaningful consultation will enhance election integrity.</p> <p>Relevant SPTF Recommendation (accepted by Council with a direction to implement⁶):</p> <ul style="list-style-type: none"> 2H: "Maintain a diverse and robust pipeline of candidates"⁷ <p>Principles: Accessibility, Fairness</p> |
| 2 | <p>Implement a "Board Basics" program for prospective candidates to complete in order for their nomination to be valid.</p> | <p>Ensures candidate awareness as to the requirements of PEO Council, the role of PEO and its public interest mandate, and the duties and responsibilities of Council members.</p> <p>Follows best practices and enhances confidence in PEO elections.</p> |

⁴ Included at **Appendix A** is an explanatory chart from Elections Canada about the Electoral Integrity Framework.

⁵ Staff Report is available in the GNC Committee Packages for both January 19th and February 6th meetings.

⁶ Carried motion:

"1. That Council receives the Succession Planning Task Force (SPTF) Report and Recommendations as presented to the meeting as C-532-2.6, Appendix A;

2. That Council accepts the SPTF Recommendations 1 and 2A-H (C-532-2.6, Appendix A) and directs the EXE Committee to develop an action plan to implement the recommendations."

⁷ SPTF Report Briefing Note to Council at pages 2-3.

555th Meeting of Council – February 24, 2023

| | | |
|---|---|--|
| | | <p>Relevant SPTF Recommendation (approved by Council with a direction to implement):</p> <ul style="list-style-type: none"> 2F: “Enhance candidates and Councillors’ understanding of their roles and responsibilities”⁸ <p>Principles: Accessibility, Transparency, Fairness, Reliability</p> |
| 3 | Develop narrow eligibility criteria for prospective candidates. | <p>Council has authority under the Act to make regulations “respecting and governing the qualifications [...] of the members to be elected to the Council.”⁹ Despite this regulation-making authority, Council has not yet set out minimum eligibility requirements for candidates.</p> <p>Clearly defined and reasonable criteria can inspire confidence in PEO elections and mitigate conflicts-of-interest (perceived and actual), reputational risk to PEO, and/or risk to the public interest.</p> <p>To ensure accessibility and fairness, eligibility criteria must not create <i>undue</i> barriers or be overly restrictive.</p> <p>Fairness to prospective candidates must be considered, including procedural fairness, and arbitrary application of criteria must be avoided.</p> <p>Principles: Accessibility, Transparency, Fairness, Reliability</p> |
| 4 | Explore how to ensure that candidates have relevant skills and attributes that meet Council’s requirements. | <p>Ensures that PEO is not falling out of step with best practices, as there is a Canadian and global trend toward professional regulator boards focused on skills, knowledge, and abilities.¹⁰</p> <p>Ensures recruitment priorities are actively identified by Council, so that skills gaps are filled and Council collectively strengthened.</p> |

⁸ SPTF Report Briefing Note to Council at pages 2-3.

⁹ *Professional Engineers Act*, section 7(1)2.

¹⁰ See for example “Professional Engineers Ontario Council Succession Best Practice Report, Recommendations & Implementation Framework” 26 February 2020, Laridae Management Consultants at pages 15-20.

555th Meeting of Council – February 24, 2023

| | | |
|---|---|--|
| | | <p>Ensures the electorate receives useful and reliable information that allows for an informed choice and comparison of options.</p> <p>Relevant SPTF Recommendations (accepted by Council with a direction to implement):</p> <ul style="list-style-type: none"> • 2C: “Implement a competency-based succession process”; • 2D: “Implement a ‘green light’ pre-election assessment process for all candidates”; • 2F: “Enhance candidates and Councillors’ understanding of their roles and responsibilities.”¹¹ <p>Principles: Accessibility, Transparency, Reliability</p> |
| 5 | Clarify the role of the Chief Elections Officer, including with respect to candidate materials. | <p>Ensures that the Chief Elections Officer role is clearly defined and that its functions are exercised in an independent, transparent, proportionate, and consistent manner.</p> <p>Delineating the powers of the Chief Elections Officer ensures that candidates’ expression and democratic debate are not unduly or arbitrarily limited, and that any limitations are reasonable and demonstrably justified.</p> <p>Enshrines the independence of the elections from staff involvement. To ensure a fair and independent election process, staff involvement must be limited to the greatest extent possible.</p> <p>Principles: Security, Accessibility, Transparency, Reliability, Fairness, Independence</p> |
| 6 | Gather information and report back regarding what measures are in place to ensure that PEO elections are secure. | <p>Monitoring and addressing threats to electoral integrity helps to ensure the security of elections.</p> <p>Principles: Security, Reliability</p> |
| 7 | Conduct an environmental scan to see how other regulators deal with rule violation, sanction, and disqualification during an election with a view to addressing a policy gap. | <p>Research required. PEO does not have an explicit procedure by which candidates can be sanctioned or disqualified during an election, including in cases where a candidate intentionally violates election rules, or where a candidate engages in egregious</p> |

¹¹ SPTF Report Briefing Note to Council at pages 2-3.
555th Meeting of Council – February 24, 2023

| | | |
|----|---|--|
| | | behaviour that could seriously harm PEO's reputation or is categorically counter to the public interest. Nor does PEO have a mechanism by which sitting Councillors can be removed. Principles: Transparency, Accessibility, Fairness, Reliability |
| 8 | Review existing elections communication materials and develop an elections communications strategy with a view to electoral integrity. | PEO's elections communications strategy and materials have not been reviewed from the perspective of electoral integrity principles. Principles: Transparency, Accessibility, Security, Reliability |
| 9 | Conduct a global review of election process-related documents to ensure predictability, consistency, and reliability. | Consistency across the documents related to the election process will enhance the reliability with which elections are administered. Principles: Reliability, Transparency, Fairness |
| 10 | Review the Central Election and Search Committee, Regional Election and Search Committee, and Governance and Nominating Committee so that roles and responsibilities are clarified, and gaps, inconsistencies, areas of concern, and possible reforms are identified. | Clarifying and improving committee structure will enhance confidence in PEO elections. Any changes to the composition or functions of these committees will require regulation change. Principles: Reliability, Transparency, Fairness |
| 11 | Research what currently guides staff, Council member, and volunteer actions during elections, and develop guidelines regarding principled and ethical conduct during elections. | Ensures that the election process is protected from improper influence or partiality by staff, Council members, or volunteers. Principles: Fairness, Independence, Transparency, Reliability |

3. Next Steps

On receiving Council's direction, GNC will oversee the required work. Consultation with licence holders and others involved in the election process will be a priority. While each recommendation focuses on a discrete issue, the approach will be holistic and grounded in the Electoral Integrity Framework principles.

4. Financial Impact on PEO Budgets (for five years)

None anticipated

5. Appendices

Appendix A – Elections Canada, "Electoral Integrity Framework" Chart

555th Meeting of Council – February 24, 2023

Association of Professional
Engineers of Ontario

Page 5 of 5

Elections Canada's Electoral Integrity Framework

C-555-3.8
Appendix A

Accessibility

An accessible electoral process is inclusive and meets the needs of Canadians so that they can exercise their democratic rights to vote and be a candidate, equitably and without undue barriers or interference.

- All Canadians have reliable information about the electoral process
- All electors can safely vote with dignity and independence
- Canadians can exercise their right to be a candidate
- The electoral process is inclusive

Security

A secure electoral process is designed and administered to protect it against persons or entities who would attempt to interfere with its processes, people, assets or data. There are safeguards to prevent, detect, mitigate and penalize election offences and other interference.

- Each elector has one vote
- The ballot is secret
- Threats to electoral integrity are monitored and addressed
- Technology is used responsibly

Transparency

A transparent electoral process is administered and regulated in a manner such that it is observable, features oversight and is described in detail publicly.

- The electoral process is observable
- Canadians are given the information they need to assess the integrity of the electoral process



Independence

Independence means the electoral process is administered and regulated without undue influence from the government or partisan entities and interests.

- While Parliament sets legislation, Elections Canada remains independent due in part to its statutory funding authority

Reliability

A reliable electoral administration is one where activities are carried out predictably and consistently, election officials and staff act professionally and comply with the law, and elections are delivered according to sound management principles.

- Accurate and timely electoral results are delivered to Canadians
- The personal information of Canadians is safeguarded
- Canadians are informed about the electoral process and trust the results

Fairness

Fair electoral administration means that regulated political entities are — and are perceived to be — treated equitably and impartially.

- Elections Canada remains impartial and non-partisan
- Political entities are treated equitably and compete on a level playing field

Briefing Note – Information

C-555-3.9

30 BY 30 METRICS

Purpose: To provide an annual report on the status and metrics for the 30 by 30 initiative to have 30% of newly licensed engineers be female by the year 2030.

No motion required

Prepared by: Tracey Caruana, P.Eng., Past Staff Advisor to PEO's 30 by 30 Task Force
Spokesperson: Past President, Christian Bellini, P.Eng., FEC, Past Vice Chair of PEO 30 by 30 Task Force

1. Status Update

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Ontario who are women to 30 per cent by 2030. The fourth annual report of 30 by 30 metrics, including the 2021 metrics, is shown in Appendix A.

2. Background

The 30 by 30 Task Force was formed by PEO in 2018 to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Canada who are women to 30 per cent by 2030. In 2018, only 17.8 per cent of newly licensed engineers in Ontario were women.

At its March 2020 meeting, Council approved establishing an annual check-in meeting with key stakeholders to track metrics until 2030. This annual check-in takes place each September, with the most recent meeting taking place on September 29, 2022. The metrics gathered from these meetings feed into the annual reporting to PEO Council each year at its November meeting. This yearly check point was proposed to inform Council of the annual progress towards achieving the 30 by 30 goal. The first annual report was tabled at the November 15, 2019 Council meeting using 2018 as the baseline year for metrics. Current metrics include the baseline 2018 metrics as well as the 2019 to 2021 metrics collated to date.

In December 2021, the Task Force was stood down, as per the Terms of Reference. Ownership of the 30 by 30 work was transferred to PEO's 30 by 30 Task Force Staff Advisor and will be sustained until 2030. Staff continues to collect metrics yearly and has continued to facilitate PEO's inaugural 30 by 30 Annual Check-in with key stakeholders each September. Staff has also continued to reach out to employers and work with them in becoming a 30 by 30 Champion.

Appendices – Appendix A: 30 by 30 Metrics



Professional Engineers
Ontario

C-555-3.9
Appendix A



30 by 30 Metrics 2022 PEO Report

Prepared by:
Tracey Caruana, P.Eng.




Professional Engineers
Ontario

A message from PEO's Past 30 by 30 Task Force:

We are not just a regulator of the practice of professional engineering, we are a self-governing regulator. We have been granted that privilege by the people of the province because of the trust they have placed in us to regulate the profession on their behalf. Self-regulation is a privilege, and obligation, which we must take the utmost care to respect. There are many recent examples of where, when that trust breaks down, society, through its elected officials, alters the governance framework and imposes more direct control over the affairs of the regulator.

The 30 by 30 initiative speaks directly to this trust between society and regulator. If we, as a self-governing profession, are not reflective of the society on whose behalf we serve, society has every right to question our ability to equitably regulate. Society recognizes that gender equity is a goal that a just society should strive towards. The evidence is irrefutable that a more equitable society is a healthier society. Most other major professions have either achieved gender parity or made great strides towards it. With a current gender ratio of less than one female in five, engineering is an anomaly.

The 30 by 30 initiative is, admittedly, a stop-gap measure towards gender parity. But it allows us the opportunity for critical self-reflection, to examine the underlying reasons why our profession is not attracting "the best of the best" women in the same number as men. Society would expect no less.

A dark blue rectangular graphic with a lighter blue circular shape in the center. The text "30 by 30 Metrics" is written in white, bold, sans-serif font, centered within the circle.

30 by 30 Metrics

- Data is based on year-end results for 2018, 2019, 2020 & 2021
- It is anticipated that this will be a yearly reporting to Council on the previous year's results
- 2022 data will be available in November 2023



Professional Engineers
Ontario

**LICENSING
METRICS**

Established



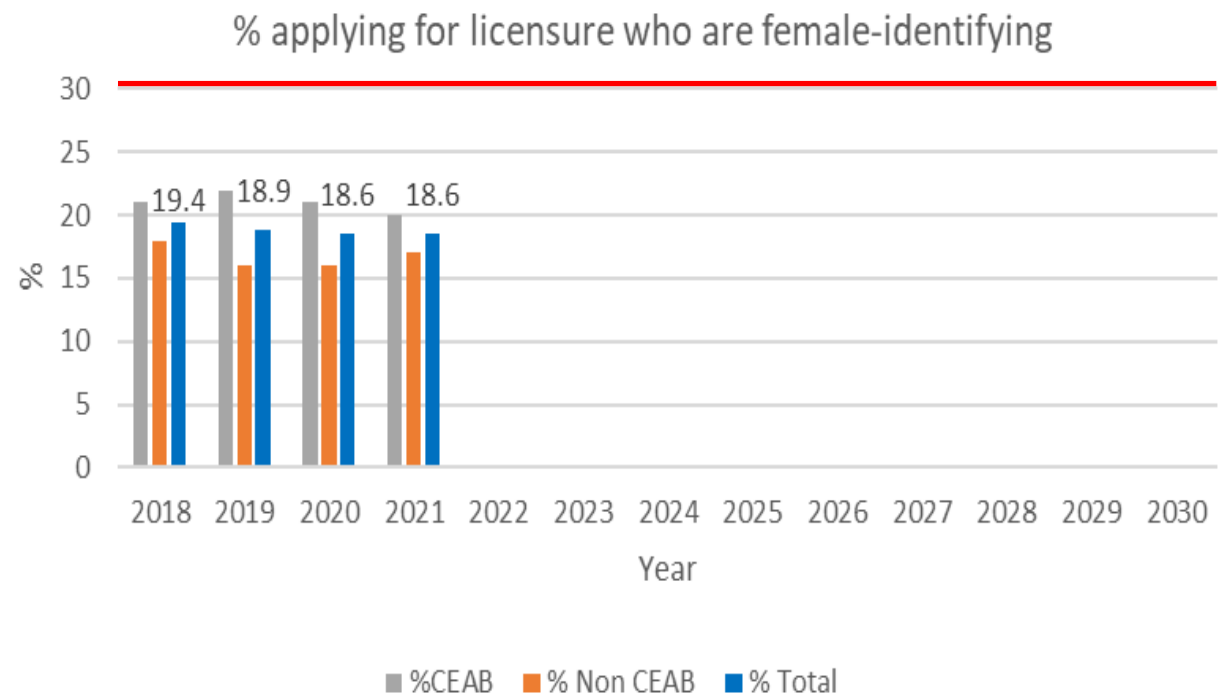


Professional Engineers
Ontario

Licensing Metrics

Percentage **applying**
for licensure who are
female-identifying

CEAB = Canadian
Engineering
Accreditation Board



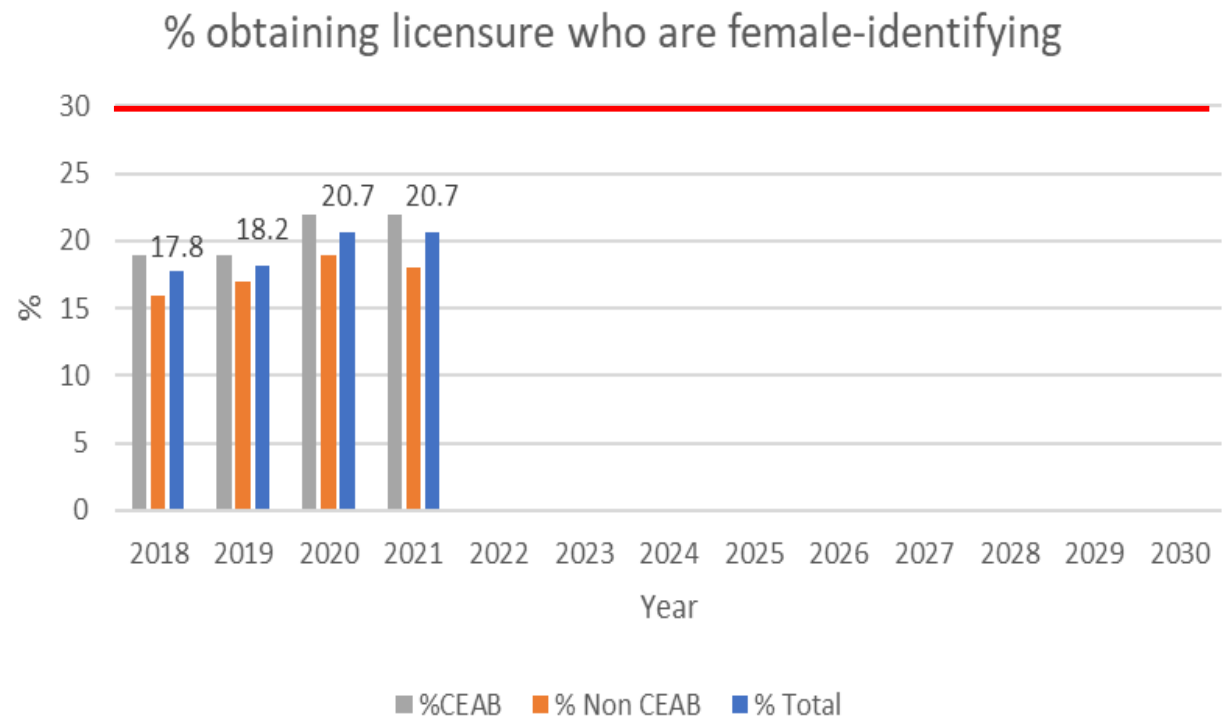


Professional Engineers
Ontario

Licensing Metrics

Percentage **obtaining**
licensure who are
female-identifying

CEAB = Canadian
Engineering
Accreditation Board

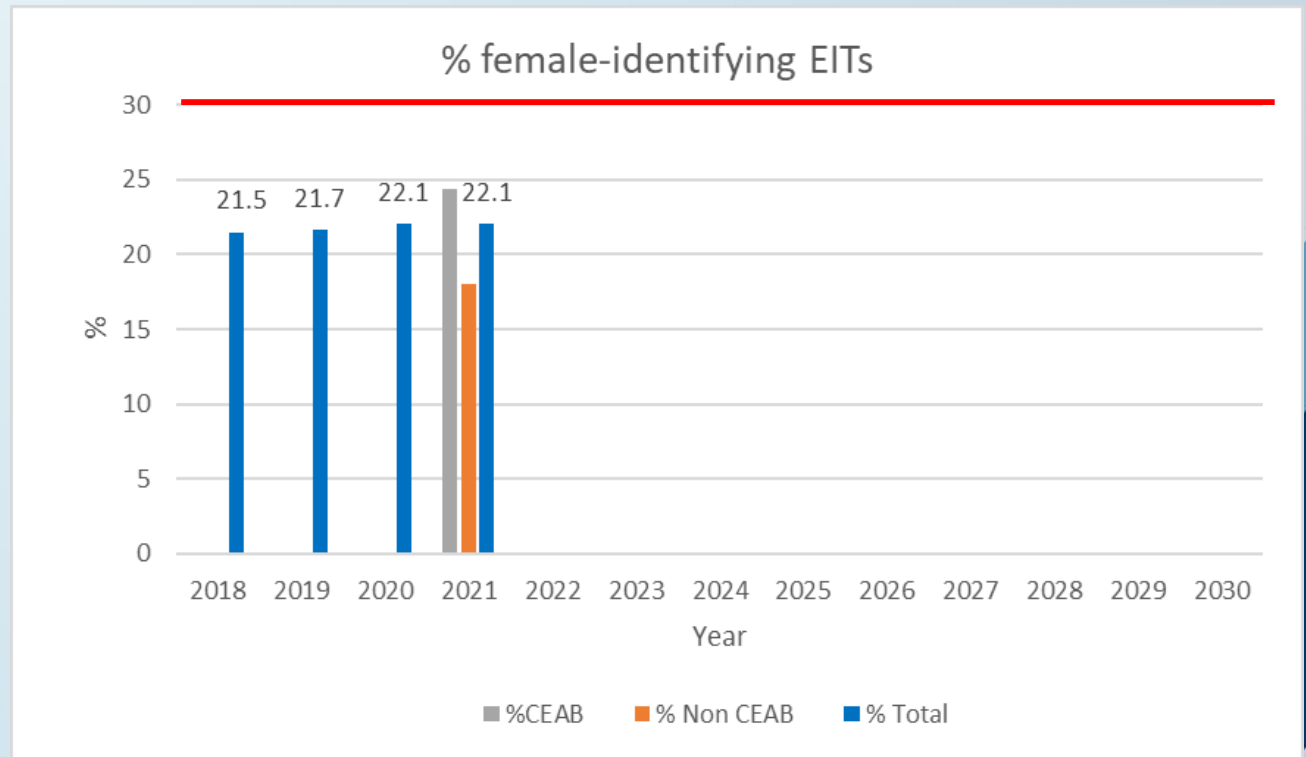




Professional Engineers
Ontario

EIT Metrics

Percentage **EITs**
who are female-
identifying



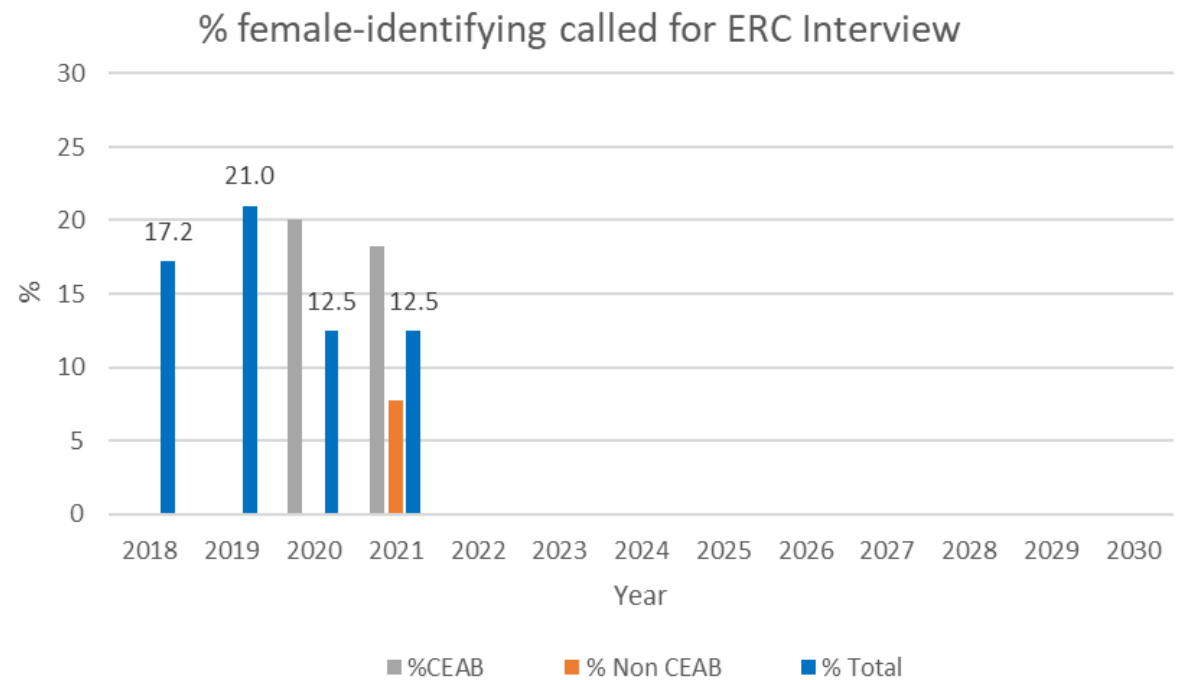
Note: CEAB/Non-CEAB data only available for 2021.



Professional Engineers
Ontario

ERC Interview Metrics

Percentage **being
called for ERC
interviews** who are
female-identifying



Notes: 2020 had only 3 months of ERC interviews (January, February & March); In 2021, interviews resumed in April; CEAB/Non-CEAB data only available for 2020 – 2021.

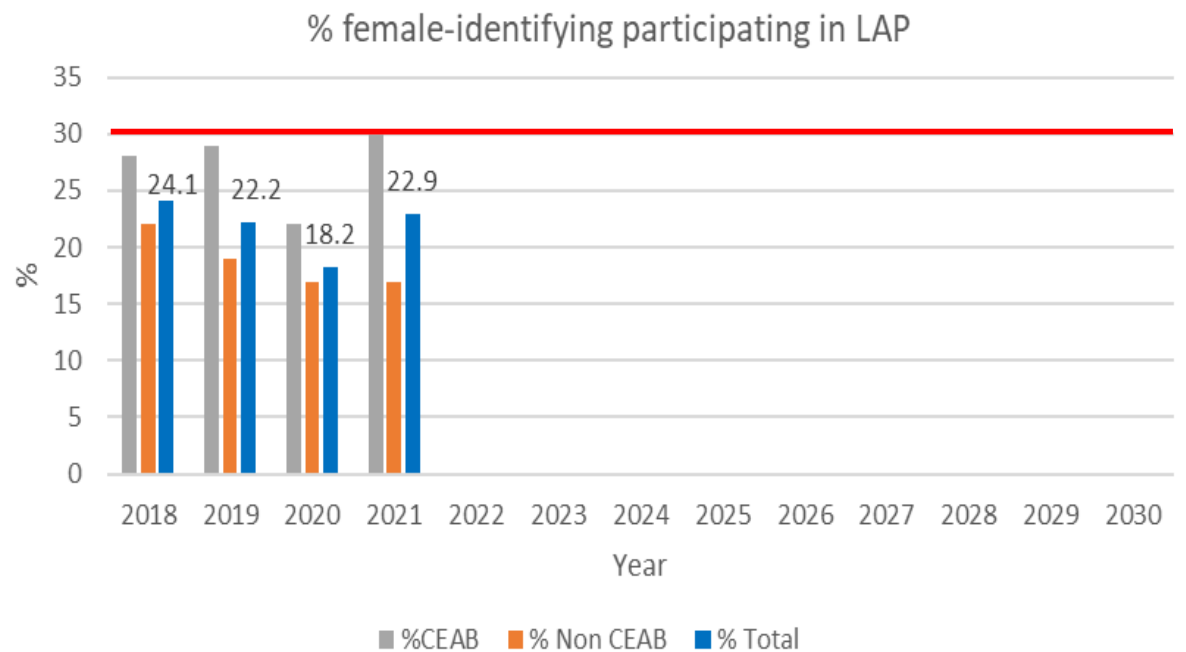


Professional Engineers
Ontario

LAP Metrics

Percentage **EITs**
participating in **Licensure**
Assistance Program (LAP)
who are female-
identifying

CEAB = Canadian
Engineering Accreditation
Board



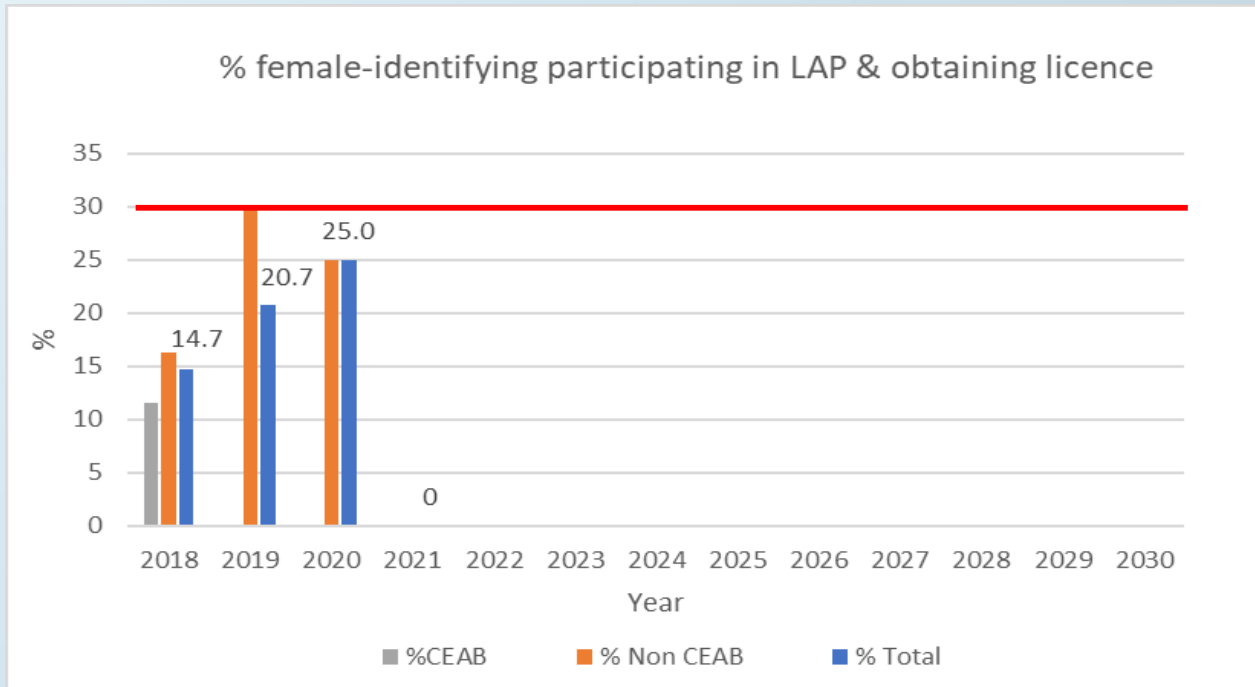
Note: 2020 had less participants in LAP due to Covid-19 (10 chapters in 2021, 4 in 2020, 10 in 2019, 12 in 2018).



Professional Engineers
Ontario

LAP Metrics

Percentage **EITs**
participating in LAP and
obtaining licence who
are female-identifying



Notes: Represents 1 female-identifying out of 4 participants who obtained their P.Eng in 2020 and participated in LAP in previous years; In 2019, 6 out of 29 obtained their P.Eng. since participating in the LAP; In 2018, 11 out of 75 obtained their P.Eng. since participating in the LAP; No 2021 participants have obtained their license yet; Metrics for each year are updated annually to reflect how many obtained licensure since the previous year.



Professional Engineers
Ontario

**PEO INTERNAL
METRICS**

Established

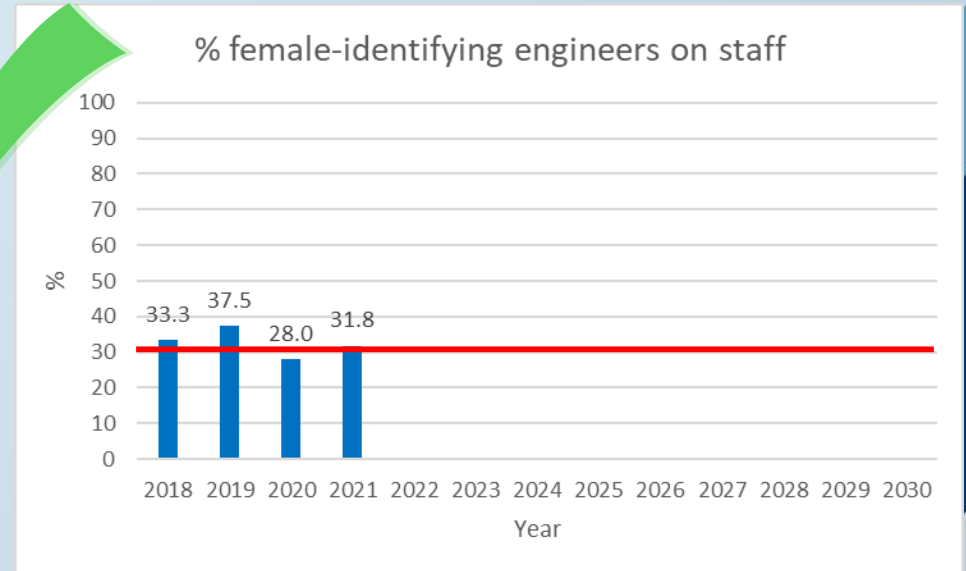
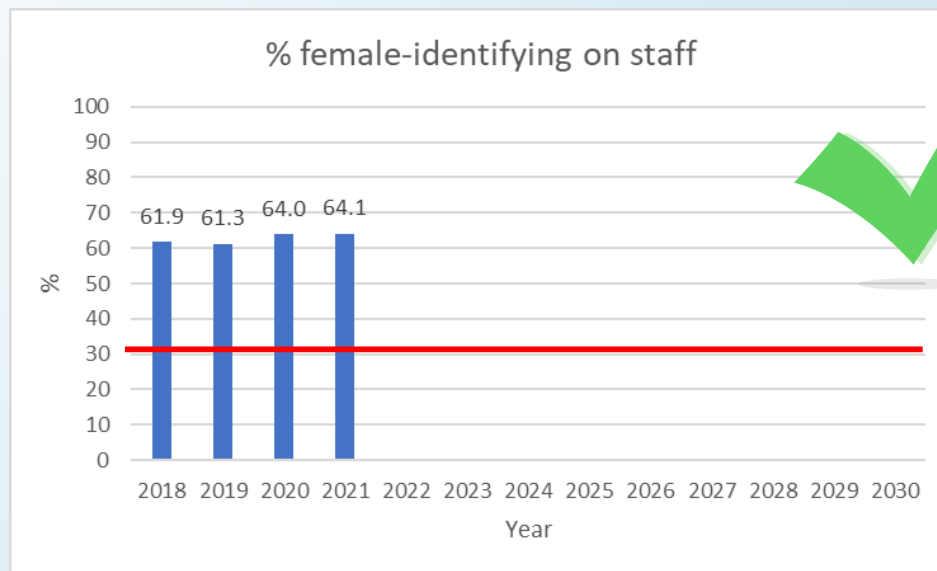




Professional Engineers
Ontario

PEO Staff Metrics

64% of total staff are female-identifying 32% of P.Eng. staff are female-identifying

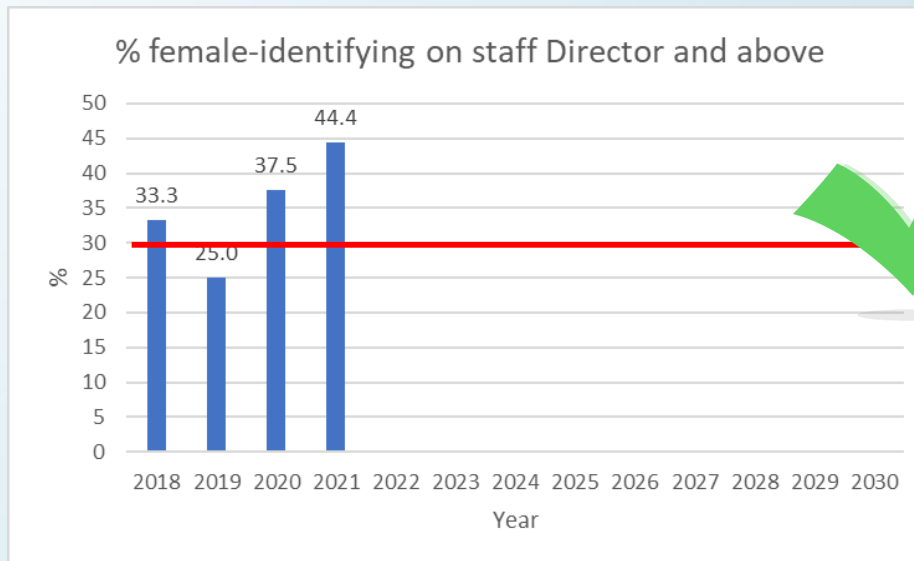




Professional Engineers
Ontario

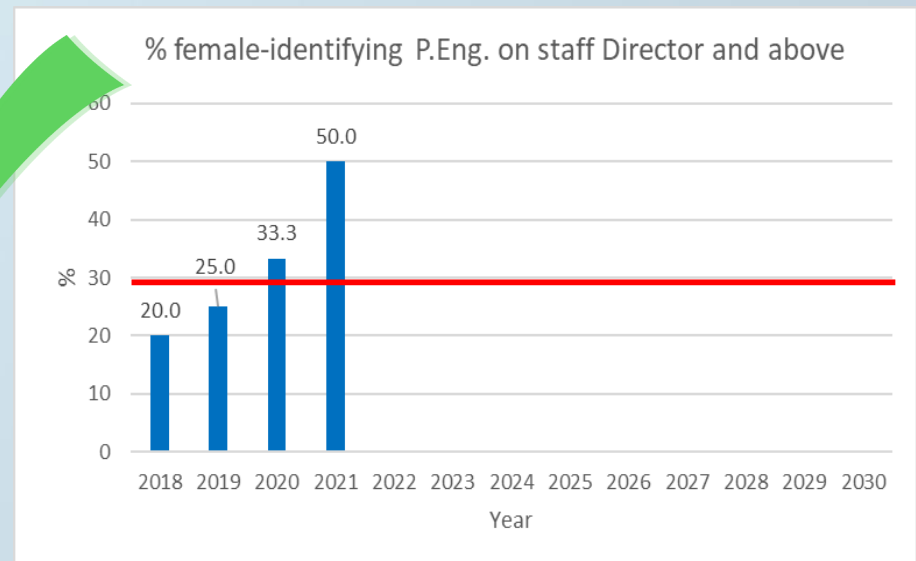
PEO Staff Leadership

44% female-identifying staff Director and above



Note: Represents 4 female-identifying out of 9 total. Incl. P.Eng. in 2021; 3 of 8 in 2020; 2 of 8 in 2019; 3 of 9 in 2018.

50% female-identifying P.Eng. Director and above



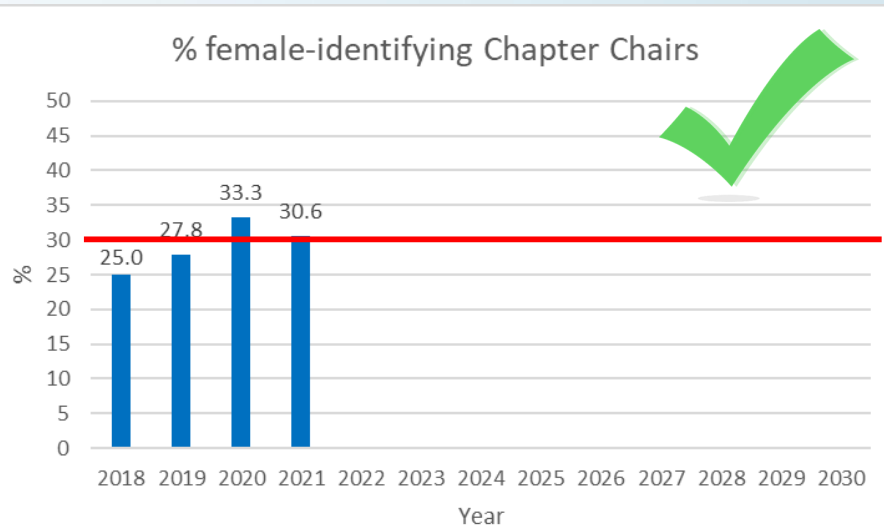
Note: Represents 1 female-identifying P.Eng. out of 2 total in 2021; 1 of 3 in 2020; 1 of 4 in 2019; 1 of 5 in 2018.



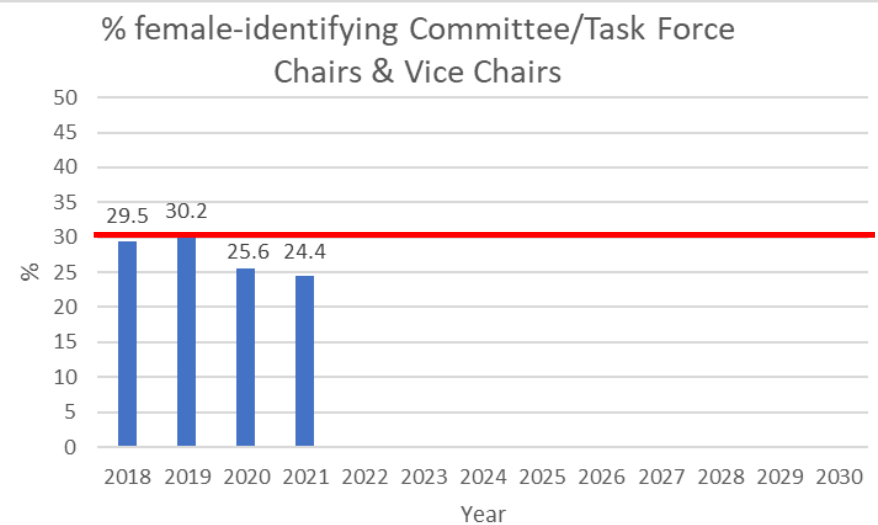
**Professional Engineers
Ontario**

PEO Volunteer Leadership

31% female-identifying Chapter Chairs



24% female-identifying Committee/Task Force Chairs & Vice chairs

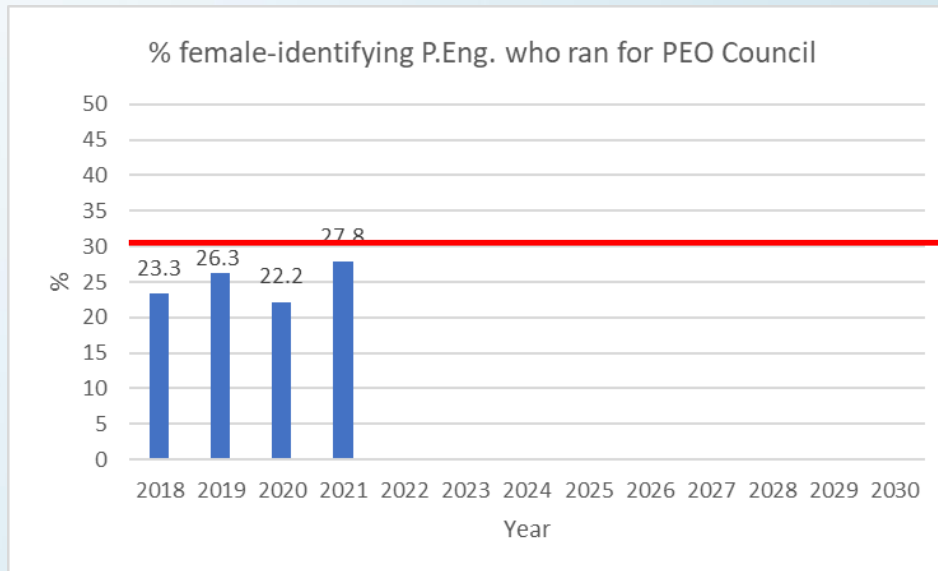




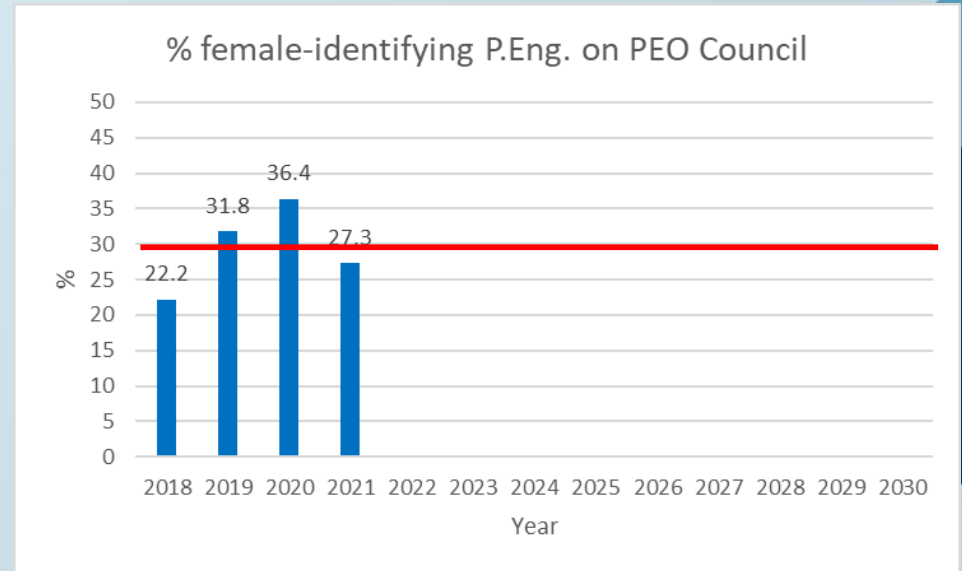
Professional Engineers
Ontario

PEO Council

28% female-identifying P.Eng. who ran for
PEO Council



27% female-identifying P.Eng. on PEO Council





Professional Engineers
Ontario

**UNIVERSITY
METRICS**

Established

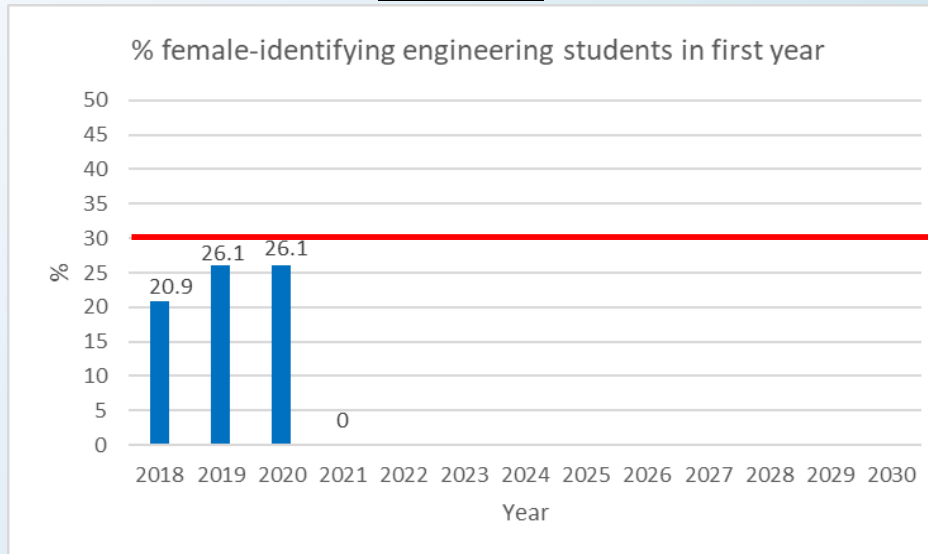




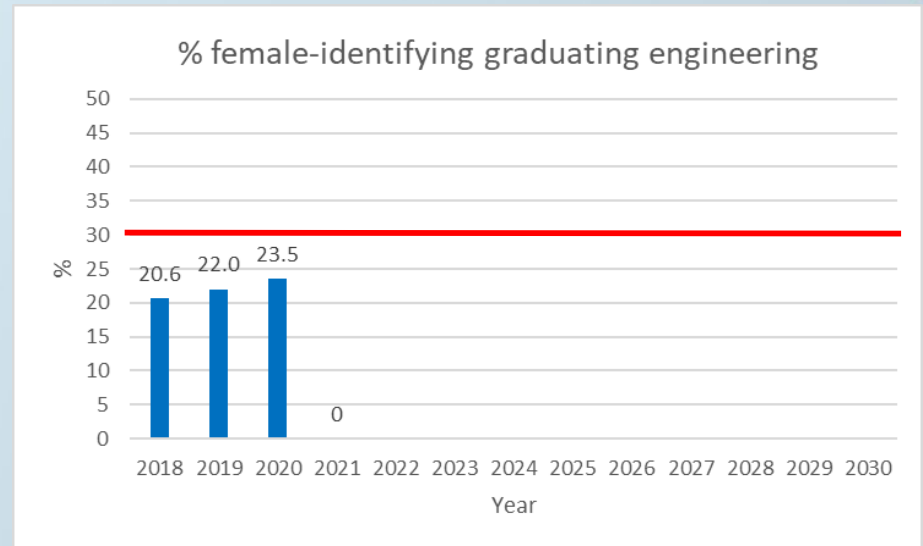
**Professional Engineers
Ontario**

Engineering Students

**26% female-identifying engineering students in
first year**



**24% female-identifying engineering students
graduating**



Notes: Survey conducted every two years; 2021 numbers are not yet available.

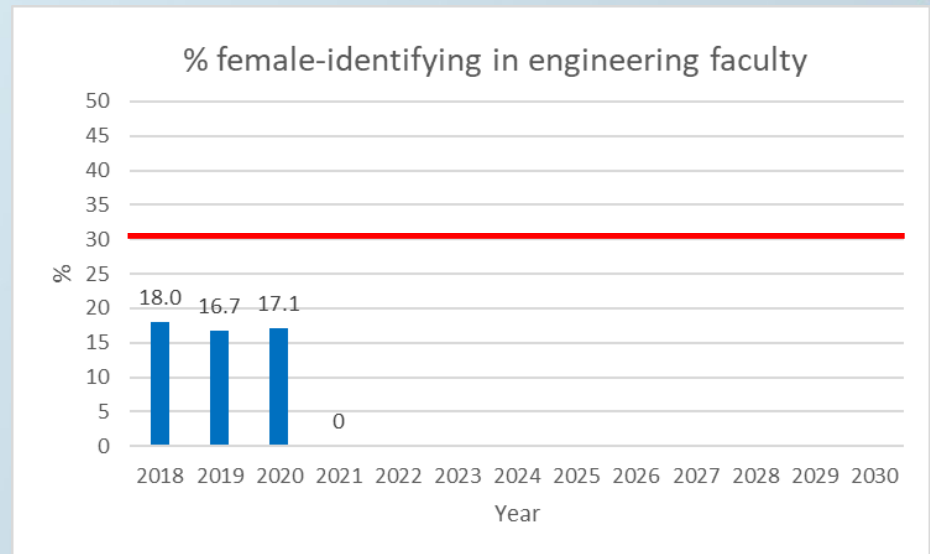
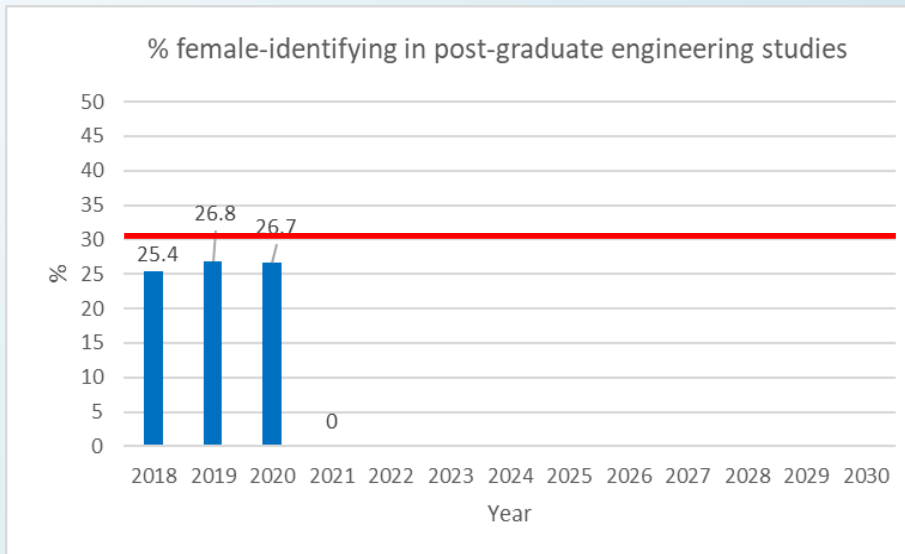


Professional Engineers
Ontario

Post-grad & Faculty

27% female-identifying in post-grad studies

17% female-identifying in engineering faculty



Notes: Survey conducted every two years; 2021 numbers are not yet available.



Professional Engineers
Ontario

**EMPLOYER
METRICS**

Proposed



Employer Metrics

METRICS TO BE OBTAINED FROM EMPLOYERS WHO AGREE TO TRACK:

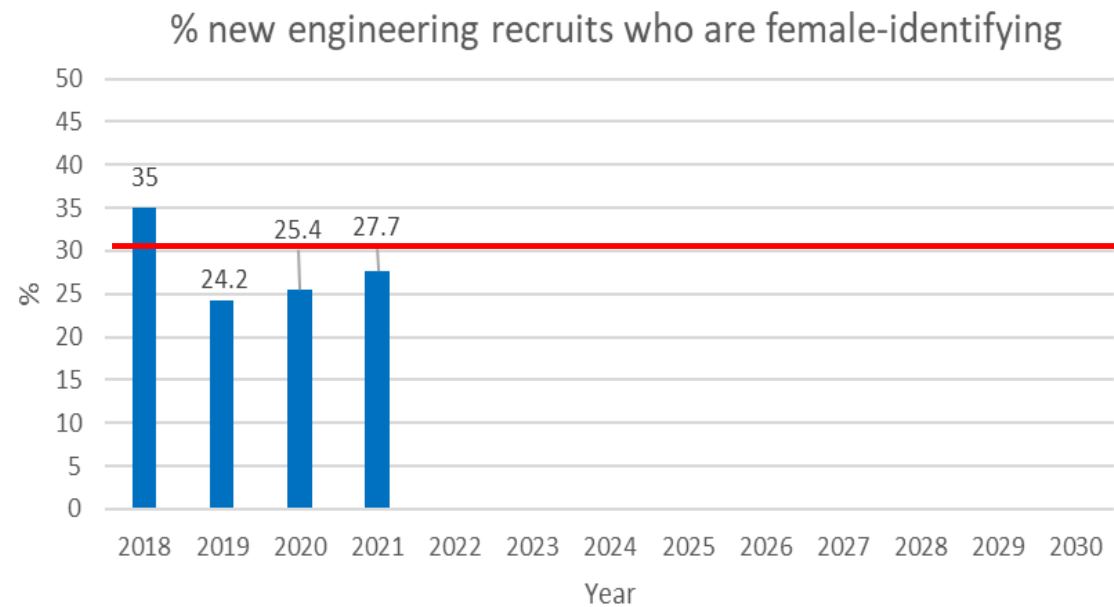
- ☐ % new engineering recruits who are female
- ☐ % of female engineering recruits who obtain their licence
- ☐ % female engineers in leadership positions (C-suite; management)



Professional Engineers
Ontario

Employer Metrics

Percentage **new
engineering recruits**
who are female-
identifying



Notes: This percentage includes four employers (with the exception of 2018 which includes three employers); other employers have expressed an interest in the 30 by 30 and may become champions in the future.



Professional Engineers
Ontario

Employer Metrics

Percentage
**engineering recruits
obtaining licensure**
who are female-
identifying



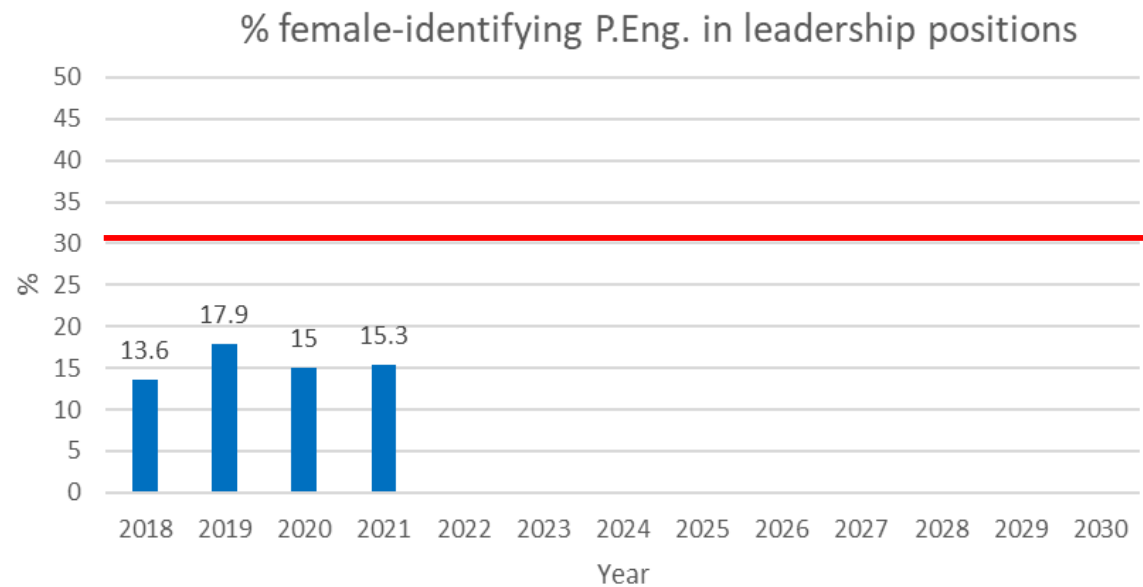
Notes: This percentage includes four employers; other employers have expressed an interest in the 30 by 30 and may become champions in the future.



Professional Engineers
Ontario

Employer Metrics

Percentage **Engineers**
in leadership positions
who are female-
identifying



Notes: This percentage includes three employers; other employers have expressed an interest in the 30 by 30 and may become champions in the future.

2022 Update on PEO's 30 by 30 Actions

- ✓ PEO Chapter Hosted 30 by 30 Employer Awareness Sessions – all regions
- ✓ 30 by 30 Task Force stood down December 2021 – Task Force fulfilled mandate of launching PEO's 30 by 30 Action Plan and transferred ownership to PEO staff to ensure it is followed through until 2030
- ✓ Expanded reach with employers across Ontario - PEO continues to follow up with interested employers on their willingness to support and/or become, formally, PEO Employer 30 by 30 Champions
- ✓ PEO continues to collect 30 by 30 metrics and will present these at the Annual Check-in each September, and to Council each November
- ✓ Gender audit research study on PEO's licensing process and internal operations commenced and progressing
- ✓ Attendance at Engineers Canada's 30 by 30 Early Career Working Group Teleconference Meetings by PEO's Past 30 by 30 Task Force Staff Advisor
- ✓ Hosted PEO's third annual 30 by 30 check-in on September 29th, 2022, with key stakeholder groups – approximately 50 in attendance representing universities, engineering employers, and PEO leadership



**Professional Engineers
Ontario**

PEO Next Steps 2022/2023



| | |
|---------------|---|
| 2022 Q4/2023 | Continue Chapter Hosted 30 by 30 Employer Awareness Sessions for new employers |
| 2022 Q4/2023 | Host 30 by 30 Action Planning Sessions for employers |
| 2022 Q4/2023 | Participate in guest speaking engagements at 30 by 30 related events and continue to engage stakeholders |
| November 2023 | Annual reporting of metrics to PEO Council |
| 2022 Q4/2023 | Follow up with Employer participants; Identify and obtain formal endorsement from Employer 30 by 30 Champions |
| Q3/Q4 2023 | Host annual check-in/progress reporting in 2023 |
| 2022 Q4/2023 | Oversee Gender Audit Research Study on PEO's licensing process |



30 by 30 Metrics - Conclusion

- Still a work in progress, but over 20% of female-identifying applicants obtained licensure in 2020 and 2021
- More work to be done, particularly with engagement of employer stakeholder group
- 8 year commitment and reporting

C-555-3.10

Briefing Note - Information

ANTI-RACISM AND ANTI-DISCRIMINATION EXPLORATORY WORKING GROUP (AREWG) UPDATE

No motion required

Prepared by: Eric Chor, Research Analyst

Past-President Bellini will deliver a verbal update on this item.

C-555-3.11

Briefing Note - Decision

NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2022-2023 SPECIAL RULES

Prepared by: Eric Chor, Research Analyst

Items:

3.11a: PEO Support for Retooling the Ritual Initiative

3.11b: Supporting Evolutionary Improvements to FARPACTA Admissions

Briefing Note – Decision

C-555-3.11a

“RETOOL THE IRON RING RITUAL” INITIATIVE

Purpose: To request Council’s support for the “Retool the Iron Ring Ritual” initiative

Motion(s) to consider: (requires a simple majority of votes cast to carry)

That Council formally acknowledges and publicly supports the “Retool the Iron Ring Ritual” initiative and requests for the Corporation of the Seven Wardens to implement meaningful changes to the Ritual of the Calling of an Engineer ceremony in ways that reflect contemporary engineering practice, values, and inclusion.

Prepared by: James Dyck, P.Eng.

Moved by: Vicki Hilborn, P.Eng., Western Region Councillor

1. Background

- The Ritual of the Calling of an Engineer, also known as the Iron Ring ceremony (“Ceremony”), has been a tradition in Canada since 1925. The ceremony includes an oath or obligation (“Obligation”) and the bestowing of an iron ring as a symbol to all who have undertaken the Obligation.
- All graduates from an accredited Canadian engineering program, as well as internationally trained engineers who can demonstrate eligibility for membership in a Canadian Professional Engineer’s Association, are eligible to undertake the Obligation.
- The current Ceremony and Obligation were first drafted by Rudyard Kipling in 1922 and the first ceremony took place in 1925. The Ceremony and Obligation have undergone only minor changes since the first ceremony.. However, the engineering profession, engineering work, and society at large have changed immeasurably in the last century.
- The Ceremony’s description of the roles and responsibilities of engineers is out of step with current understandings of engineering ethics, and does not recognize the broad scope and critical thinking necessary of engineering work today.
- The current Ceremony does not meet accepted standards for ethical engineering communication and practice, and requires changes to improve clarity, transparency, and meaning for all Obligated engineers.
- The current Ceremony, and the systems and processes of governance around the Iron Ring, are one prominent manifestation of a colonial mindset, and do not reflect the broad diversity of both practitioners and society, nor do they foster inclusion or transparency expected of professionals today.
- In June 2022, at the 2022 CEEA-ACEG conference (Canadian Engineering Education Association - Association Canadienne de l’Éducation en Génie), a round table discussion took

place on the Ceremony. This concluded with a 10-minute address at the conference's closing keynote, at which attendees from across the country stood in support of change.

- Following the conference, in September 2022 a group of engineers, engineering educators, students, recent graduates, faculty members, university administrators, alumni, industry professionals, and Iron Ring wardens prepared a statement to the Corporation of the Seven Wardens calling for change (Appendix A). This statement has been named "Retool the Iron Ring Ritual."
- A number of national and provincial engineering associations have already formally stated their support for this statement, including:
 - [Engineers Canada](#)
 - Professional Engineers and Geoscientists of Newfoundland and Labrador
 - Association of Professional Engineers and Geoscientists of Alberta
 - Association of Professional Engineers of Yukon
 - Association of Professional Engineers of the Province of Prince Edward Island
 - Ontario Society of Professional Engineers
- More information about the initiative can be found at their [website](#).

2. Need for PEO Action

- Nearly half of the engineering programs offered at Canadian universities are located in Ontario. Graduates of these programs are eligible to participate in the Ceremony.
- PEO regulates a community of more than 87,000 license holders and certificate holders, the vast majority of whom have undergone the Obligation in the past.
- In June of 2021, PEO Council accepted the Anti-Racism & Anti-Discrimination: A Bridge to PEO's More Successful Future report by Patricia DeGuire and Shasta Clacken. This report noted a number of vulnerabilities to systemic racism and discrimination within PEO and the engineering profession, including:
 - "recurring stories alleging exclusionary conduct within the engineering profession, impacting radicalized persons, most notably Black persons and Indigenous persons",
 - "Insufferable knowledge-sharing, learnings or understanding regarding racism and anti-racism", and
 - "Perceived significant under representation of Black persons and Indigenous persons in the PEO's Council, staff and committees and in the wider profession."
- These vulnerabilities could threaten the self-regulation status of the profession if PEO and the engineering profession continues to be seen as exclusionary and under representative of equity seeking communities, including Black persons and Indigenous persons.
- This report also noted that PEO should take advantage of "quick wins" to address these issues.
- Although reviewing the Iron Ring ceremony will not fully address vulnerabilities within the profession, it will signal a transformation within the profession to be more inclusive and anti-racist.

- PEO also has an obligation to act in the best interest of the public, including equity seeking communities, and should take steps to ensure all members of the Association are treated with equity and inclusion regardless of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, gender identity or expression, marital status, family status, genetic characteristics, and/or disability.
- Supporting the statement to update the Ceremony will demonstrate PEO's relevance to a modern engineering sector
- PEO will join a growing number of national and provincial engineering associations who have formally stated their support for this initiative, as well as the hundreds of individuals who have signed the statement in support.

3. Proposed Action / Recommendation

- That Council formally acknowledges and publicly supports the "Retool the Iron Ring Ritual" initiative and the Corporation of the Seven Wardens to update the Ritual of the Calling of an Engineer to reflect modern engineering practice, values, and inclusion, in keeping with the statement prepared by a group of engineering students, professors and practitioners across Canada, and supported by several other Provincial Regulatory Associations as well as numerous engineering graduates and engineers across Canada.

4. Next Steps (if motion approved)

- The CEO/Registrar to publicly support the Retool the Iron Ring Ritual initiative, including a communication to all PEO members notifying them of PEO's support of this initiative and encouraging members to learn more.
- The chapter office would share information about the Retool the Iron Ring Ritual statement and encourage chapters to get involved as they deem appropriate.

4. Financial Impact on PEO Budgets

- None

5. Appendices

- Appendix A – Retool the Iron Ring Ritual: Statement

C-555-3.11a
Appendix A

Signatures of support on this statement have been closed.

We are encouraged the Wardens have acknowledged the need for change in their [own statement](#). We aim to work moving forward to ensure this change process is transparent and inclusive. The statement below is a reflection of where we started and although a lot has changed since then, we still stand by everything in our statement.

If you are curious to learn more about our current activities and ways to engage please see www.retoolthering.ca.

If you are interested in reaching out to us, please email Retool.the.Ring@gmail.com.

Signatures d'appui sont fermés.

Voir plus ici: www.retoolthering.ca

Si vous souhaitez parler avec nous, veuillez envoyer un courriel à Retool.the.Ring@gmail.com.

French version of the statement begins on p. 5, Signatures in support begin on p. 11

September 8, 2022

To the Seven Wardens, and Wardens from across Canada,

We are a group of engineers and engineering educators, united in our support for long-needed change. We are students, recent graduates, faculty members, university administrators, alumni, industry professionals, and Iron Ring wardens. We came together through our collective interest in the Iron Ring ceremony, and we send this letter in the hopes that we can work together with the Corporation to retool the Iron Ring ceremony in ways that reflect contemporary engineering responsibilities and values.

At the 2022 CEEA-ACEG conference (Canadian Engineering Education Association - Association Canadienne de l'Éducation en Génie), a round table discussion took place on the Iron Ring ceremony and Rudyard Kipling's prominence within it. Passionate conversations during this session led to [a 10-minute address at the conference's closing keynote](#), at which attendees from across the country stood in support of change. Since the conference ended, we have continued to receive messages of support, and we have been connected with other individuals and groups who have similarly advocated in the past for change - to the Iron Ring ceremony and to our broader engineering culture. Our goals are to synthesize and share ideas and concerns, to build momentum, and to work towards constructive change within the engineering community in Canada.

Why We Care

The Iron Ring is a valued symbol of professional integrity for many engineers, including many signatories of this statement. The Ritual of the Calling of an Engineer has been an important rite of passage for countless engineering graduates. From the early days of their studies, or even

before then, engineering students eagerly anticipate reciting their obligation and receiving their ring. When the day arrives, many students rightfully feel pride in their accomplishments and satisfaction in having become obligated engineers. As they continue to grow in their careers, the ring remains a treasured possession and a powerful symbol of an engineer's responsibilities.

And yet, we know that the positive and affirming experience described above is increasingly not the reality for everyone. While the Iron Ring ceremony aims to remind engineers of their obligations to society, make all participants "joyously welcomed," and foster a strong sense of camaraderie, it currently fails in several ways. First, the ceremony does not grant true agency to engineers, and thus fails to embody a comprehensive understanding of engineering ethics. Second, the lack of clarity and transparency in both the ceremony's text and in the structures and processes of the Camps and the Corporation stands in opposition to ethical engineering practice. Finally, the ceremony is steeped in outdated and harmful worldviews, including colonialism, racism, and sexism. These perspectives and associated values are an unfortunate part of all institutions that are rooted in colonialism, and engineering programs, organizations, and societies are no exception to this. However, it is now incumbent upon the engineering community to acknowledge entrenched and lasting harms and to work towards positive change.

Responsibility and Agency in Engineering

The ceremony's description of the roles and responsibilities of engineers is out of step with current understandings of engineering ethics. The Iron Ring has significant cultural power in establishing engineers' understandings of professional conduct. While it is clear that the ring itself confers no legal authority, we believe that it is important for the ceremony to present an accurate picture of how engineering responsibility has changed. Professional codes of ethics, accreditation requirements, engineering curriculum, and universities' iron pin ceremonies have all been renewed or developed to appropriately reflect modern engineering practice. If the Iron Ring is to remain a powerful symbol of engineering responsibility, then its meaning and embedded values must also evolve.

The current ceremony conveys a narrow definition of engineering and engineering failures. It implicitly restricts the practice of engineering to the types of work that were prevalent when the ceremony was first written, leaving out numerous forms of modern day engineering practice. It grants limited agency to engineers, portraying them as being "called" to "set [their] hand" to predefined tasks, without taking on the work or responsibility of problem definition. It locates "bad workmanship" in material failure, financial misconduct, and "professional jealousy" - all important examples of poor engineering work - but does not mention engineers' roles in systemic environmental or social issues, nor the importance of building and maintaining trust with communities. It promotes humility to a fault, leaving open the interpretation that it is not the engineer's responsibility to consider anything beyond the details of their work, as assigned. Compared to what is expected of both engineering students and professional engineers today, these definitions are woefully out of date.

We expect engineers to be critical thinkers who are able to contribute to the high-level decisions that direct engineering work, and willing to challenge those decisions when necessary. The

ceremony text's insistence that engineers "restrain" themselves in deference to their "betters" strikes us as a form of false humility that runs counter to engineers' responsibility to speak up when safety, human wellness, environmental concerns, or other issues are at stake. While this is a failure of the current ceremony, it also represents a clear opportunity to begin to establish a ceremony and obligation that apply to modern engineering practice.

Clarity and Transparency in Engineering

The current Iron Ring ceremony does not meet accepted standards for ethical engineering communication and practice. Unclear and otherwise poor communication has resulted in countless engineering failures, and engineering students learn about the importance of clarity and transparency throughout their studies. By contrast, the text of the ceremony is archaic and sometimes ambiguous.

While we acknowledge the value and power of poetic turns of phrase, the text also serves as a pledge or a contract that participants are meant to clearly comprehend so as to oblige themselves to it. And yet, how many participants understand what it means to "compass or wrest judgement or gratification," something that obligated engineers must swear not to do? Use of such language reinforces a harmful elitism that is too common in engineering culture, cloaking important concepts in unnecessary jargon to (falsely) demonstrate superiority. It is also, to say the least, unrepresentative of ethical engineering practice, which values transparency of meaning, process, and execution of duties.

The issues of clarity and transparency extend beyond the ceremony's text. The secrecy surrounding the ceremony and its governance also stand in opposition to desired engineering values. Participants are unaware of the details of the ceremony before it begins, and are often advised not to discuss it afterwards. In most camps, members of the public - including the friends and family of participants - are not allowed to attend unless they are obligated engineers themselves. The process is managed by "Camps" and "Wardens" - titles which may connote surveying or construction camps, or even prisons - whose mandates, terms, and systems of accountability are opaque. This secrecy surrounding the ceremony and its governing structures does a disservice to both the students who undertake it and the public that engineering work is ultimately meant to serve. Our own experiences, and the stories that others have shared with us, show that some students are discomfited, shocked, or traumatized by elements of the ceremony. The current processes also exclude members of the public from understanding the ethical obligations of a practice that profoundly impacts their lives and worlds. Again, this represents an opportunity to update the Iron Ring ceremony to make a clearer statement about ethical engineering practice.

Lingering Harms of Colonialism in Engineering

The Iron Ring ceremony, and the systems and processes of governance around the Iron Ring, are one prominent manifestation of a colonial mindset. Canadian engineers have played significant roles in colonization, from early work in surveying and railroad construction to ongoing resource extraction and infrastructure development on Indigenous lands. If engineers are to honestly engage in processes of truth and reconciliation, we must acknowledge our

profession's involvement in past and present colonial enterprises, and the extent to which colonialism has shaped engineering culture in Canada. We believe that changing the Iron Ring ceremony is one appropriate response to the Truth and Reconciliation Commission's Calls to Action, particularly those directed at the corporate sector and post-secondary institutions. The current ceremony was written by noted imperialist Rudyard Kipling, the author of works such as "The White Man's Burden" that unapologetically and enthusiastically supported the European colonial project and its explicit, inherent racism. It's important to remember that 33 of the 75 workers who died in the Quebec Bridge failure were from the Mohawk Nation of Kahnawake. We can, and should, do better to honour their legacy.

The ceremony also includes readings from Christian texts, as well as language and symbolism that is explicitly religious and/or patriarchal. This can create an unwelcoming environment for women and for all those who do not share the specific Christian beliefs embedded in the ceremony. We must acknowledge that it is possible for a tradition to be beloved and venerated, while also being harmful, and that the dominance of colonial, patriarchal mindsets within engineering can make it difficult for us to recognize those harms. However, this does not excuse us from taking necessary actions.

Recommendations

We are not the first to call for changes to the Iron Ring ceremony, nor the first to note the lack of transparency in its management. In March 2020, the CEO of Engineers Canada and the CEOs of every professional engineering association in Canada wrote to the Chief Warden of the Corporation of the Seven Wardens, noting that the Iron Ring ceremony is "inconsistent with the values of Canadians and their expectations of an engineering professional," and calling for "nationwide change." Within the Corporation of the Seven Wardens, an equity, diversity, and inclusion committee has been formed to address issues with the ceremony. We applaud this effort, and we are prepared to work with the EDI committee and the Corporation to enact comprehensive change.

We call on the Corporation of the Seven Wardens to implement the following recommendations:

1) Reenvision the Iron Ring ceremony for the 21st century:

- **Actively engage** the Canadian engineering community and other contemporary thinkers to reimagine and rewrite the Iron Ring ceremony and obligation to reflect the values and responsibilities that are central to good engineering.
- **Specifically include** engineers who have been excluded from and negatively impacted by the existing ceremony (e.g. Indigenous people, women, people of colour, newcomers to Canada, gender diverse folks, and other minority groups) in the reenvisioning process.
- **Broaden engineering responsibility** by ensuring that the new ceremony updates its discussion of engineering ethics and reframes the roles of engineers.
- **Acknowledge harm** by ensuring that the new ceremony recognizes the roles of Canadian engineering in advancing and perpetuating colonialism and other harms, including the original Iron Ring ceremony's part in this.

2) Commit to accountability and transparency:

- **Restructure** the Corporation of the Seven Wardens and the individual Camps, such that clear warden selection processes and processes of accountability are in place.
- **Actively share** this process and the new ceremony with the Canadian engineering community and with the public (e.g. by inviting obligated engineers to renew their pledge in a retooled ceremony).

3) Address and reduce imminent harm during the retooling process:

- **Grant individual camps the agency** to change or omit sections of the current ceremony according to the needs of their participants, until a new ceremony is developed.
- **Grant students the agency** to defer receiving their Iron Ring until a new ceremony is developed, and support this decision-making by sharing the details of the current ceremony with prospective participants in advance.
- **Provide an official statement**, to be included in every ceremony that is held until a new ceremony can be introduced, acknowledging the need for change and the ongoing reenvisioning process.

Retooling the Iron Ring ceremony is an opportunity for the Corporation of the Seven Wardens to meaningfully shape the future of the engineering profession. We are willing and able to work with the Corporation to implement these recommendations. We would be pleased to support the process by gathering input, making connections, coordinating responses, providing specific suggestions, or engaging in any other activities that advance our shared goals.

For many of us, the Iron Ring continues to be an important symbol of our profession and a part of our identity. We believe in preserving the tradition of the Iron Ring, while acknowledging its problematic history and renewing it for the twenty-first century. Given that 2022 marks the centennial of the creation of the Ritual, and 2025 the centennial of the first ceremony, we believe that now is an opportune time to revise the ceremony so that it will continue to hold meaning for generations of engineers to come. We face a challenging future that will require engineers with strong ethical standards. Retooling the Iron Ring ceremony can and should be a central part of our continual reevaluation and reconstruction of engineering culture.

Traduction française de la version anglaise originale de la déclaration

Le 8 septembre 2022

Aux sept Gardiens, et aux gardiens partout au Canada,

Nous sommes un groupe d'ingénieur-e-s et de professeur-e-s en génie, uni-e-s pour amorcer un changement nécessaire depuis longtemps. Nous sommes des étudiant-e-s, des diplômé-e-s récents et anciens, des membres du corps professoral, des administrateurs universitaires, des

professionnels de l'industrie et des gardiens de l'Anneau de fer. Nous nous sommes réunis grâce à notre intérêt collectif pour la cérémonie d'engagement de l'ingénieur-e. Nous envoyons cette lettre dans l'espoir que nous puissions travailler avec la Société des sept gardiens pour moderniser cette cérémonie afin qu'elle reflète mieux les responsabilités et les valeurs contemporaines de l'ingénierie.

Lors de la conférence CEEA-ACEG 2022 (Association canadienne de l'éducation en génie), une table ronde a eu lieu sur la cérémonie d'engagement de l'ingénieur-e et l'importance de Rudyard Kipling au sein de celle-ci. Des conversations passionnées au cours de cette séance ont mené à une allocution de 10 minutes lors de la conférence de clôture, au cours de laquelle les participants de partout au pays se sont prononcés en faveur d'un changement. Depuis la fin de la conférence, nous avons continué à recevoir des messages de soutien, et nous avons été mis en contact avec d'autres personnes et groupes qui ont également plaidé dans le passé pour des changements à la cérémonie et plus largement pour du changement dans la culture de l'ingénierie. Nos objectifs sont de synthétiser et de partager des idées et des préoccupations, de créer un Momentum et de travailler à un changement constructif au sein de la communauté des ingénieur-e-s au Canada.

Pourquoi nous nous impliquons

L'anneau de fer martelé, ou jonc d'ingénieur, est un symbole respecté de l'intégrité professionnelle pour de nombreux ingénieur-e-s, y compris de nombreux signataires de cette déclaration. La cérémonie d'engagement de l'ingénieur-e a été un rite de passage important pour d'innombrables diplômé-e-s en génie. Dès les premiers jours de leurs études, ou même avant, les étudiant-e-s en ingénierie attendent avec impatience de réciter leur engagement et recevoir leur jonc. Lorsque le jour arrive, de nombreux étudiant-e-s ressentent à juste titre la fierté de leurs réalisations et la satisfaction d'être devenus des ingénieur-e-s. Alors qu'ils continuent de grandir dans leur carrière, l'anneau reste une possession précieuse et un symbole puissant des responsabilités d'un-e ingénieur-e.

Et pourtant, nous savons que l'expérience positive de ce geste d'affirmation décrite ci-dessus est de plus en plus éloignée de la réalité de tous et toutes. Bien que la cérémonie d'engagement vise à rappeler aux ingénieur-e-s leurs obligations envers la société, à accueillir toutes les personnes participantes et à favoriser un fort sentiment de camaraderie, elle échoue actuellement de plusieurs façons. Tout d'abord, la cérémonie n'accorde pas de véritable capacité d'action aux ingénieur-e-s, et ne parvient donc pas à incarner une compréhension globale de l'éthique de l'ingénierie. Deuxièmement, le manque de clarté et de transparence dans le texte de la cérémonie et dans les structures de la Société s'opposent à la pratique éthique de l'ingénierie. Enfin, la cérémonie est imprégnée de visions du monde dépassées et nuisibles, y compris le colonialisme, le racisme et le sexisme. Ces visions passéistes et les valeurs associées font malheureusement parties de toutes les institutions qui ont été établies à l'époque du colonialisme, et les programmes d'ingénierie, les organisations et les sociétés ne font pas exception à cela. Cependant, il incombe maintenant au milieu de l'ingénierie de reconnaître ces préjudices ancrés et durables et de travailler à des changements positifs.

Responsabilité et capacité d'action en ingénierie

Les rôles et les responsabilités des ingénieurs décrits dans le cadre de la cérémonie sont en décalage avec la compréhension actuelle de l'éthique du génie. L'anneau de fer martelé a un pouvoir culturel important rappelant aux ingénieur-e-s leur code de conduite professionnel. Bien qu'il soit clair que le jonc lui-même ne confère aucune autorité légale, nous pensons qu'il est important que la cérémonie présente une image précise de la façon dont la responsabilité en ingénierie a évolué. Les codes professionnels d'éthique, les exigences pour les accréditations, les programmes d'études en génie et les cérémonies d'épinglettes de fer pratiquées dans certaines universités ont tous été renouvelés ou élaborés pour refléter adéquatement la pratique moderne du génie. Si l'anneau de fer martelé doit rester un symbole puissant de la responsabilité en ingénierie, alors sa signification et ses valeurs intrinsèques doivent également évoluer.

La cérémonie actuelle transmet une définition étroite de l'ingénierie et de ses échecs. Elle limite implicitement la pratique de l'ingénierie aux types de travaux qui prévalaient à l'époque, laissant de côté de nombreuses formes de la pratique moderne. Elle accorde un mandat limité aux ingénieur-e-s, les dépeignant comme étant appelés à s'atteler à des tâches prédéfinies, sans assumer la responsabilité du travail ou la définition du problème. Elle associe la faute professionnelle à des défauts de matériaux, de la mauvaise gestion financière, de la jalousie et du dénigrement - tous des exemples importants de mauvaise ingénierie - mais ne mentionne pas le rôle des ingénieur-e-s dans les problèmes systémiques environnementaux ou sociaux, ni l'importance d'établir et de maintenir la confiance avec les communautés. La cérémonie fait la promotion d'une fausse humilité, laissant place à l'interprétation pour l'ingénieur-e qu'il-elle n'est pas responsable de considérer l'impact de ses actes, au-delà du travail assigné. En comparaison à ce qui est attendu des étudiant-e-s en génie et des ingénieur-e-s professionnel-le-s d'aujourd'hui, ces définitions sont terriblement dépassées.

Nous nous attendons à ce que les ingénieur-e-s soient des penseurs critiques, capables de contribuer aux décisions de haut niveau qui gouvernent le travail d'ingénierie, et prêts à contester ces décisions si nécessaire. L'insistance du texte de la cérémonie pour que les ingénieur-e-s se contraignent, par déférence pour leurs « maîtres et pairs » nous apparaît comme une forme de fausse humilité allant à l'encontre de la responsabilité des ingénieur-e-s de s'exprimer lorsque la sécurité, le bien-être humain, les préoccupations environnementales ou d'autres questions sont en jeu. Les anachronismes de la cérémonie actuelles constituent une opportunité pour établir les bases des valeurs et engagements de la pratique actuelle de l'ingénierie.

Clarté et transparence en ingénierie

La cérémonie actuelle de l'Anneau de fer ne répond pas à l'éthique des communications et de l'ingénierie moderne. La mauvaise communication et le manque de clarté a entraîné d'innombrables échecs en ingénierie, et les étudiant-e-s en ingénierie apprennent maintenant l'importance de la clarté et de la transparence tout au long de leurs études. En revanche, le texte de la cérémonie est archaïque et parfois ambigu.

Bien que nous reconnaissons la valeur et le pouvoir des tournures de phrase poétiques, le texte sert également de gage ou de contrat que les parties sont censées comprendre clairement afin de s'y conformer. Et pourtant, combien de participants comprennent ce que signifie « je n'interpréterai abusivement l'opinion ni n'extorquerai l'approbation », quelque chose que les ingénieur-e-s doivent jurer de ne pas faire? L'utilisation d'un tel langage renforce un élitisme nuisible qui est trop commun dans la culture de l'ingénierie, dissimulant des concepts importants dans un jargon inutile pour (faussement) démontrer la supériorité. C'est aussi, c'est le moins que l'on puisse dire, non représentatif de la pratique éthique de l'ingénierie, qui valorise la transparence du sens, du processus et de l'exécution des tâches.

Les questions de clarté et de transparence s'étendent au-delà du texte de la cérémonie. Le secret entourant la cérémonie et sa structure de gouvernance s'opposent également aux valeurs d'ingénierie souhaitées. Les participants ne sont pas au courant des détails de la cérémonie avant qu'elle ne commence et il leur est souvent conseillé de ne pas en discuter par la suite. Dans la plupart des comités régionaux (« sections »), les membres du public - y compris les amis et la famille des participants - ne sont pas autorisés à y assister à moins qu'ils n'aient eux-mêmes reçu leur jonc d'ingénieur-e. Le processus est géré par des « sections » et des « gardiens » - des titres qui peuvent référer à des camps de construction ou même des prisons - dont les mandats, les responsabilités et l'imputabilité sont opaques. Ce secret entourant la cérémonie et ses structures de gouvernance nuit à la fois aux étudiant-e-s qui y sont soumis et au public que les travaux d'ingénierie sont pourtant destinés à servir. Nos propres expériences, et les histoires que d'autres nous ont partagées, montrent que certains élèves ont été décontenancés et même choqués par des éléments de la cérémonie. Les processus actuels empêchent également les membres du public de comprendre les obligations éthiques d'une pratique qui a un impact profond sur leur vie et leur monde. Encore une fois, cet archaïsme représente une opportunité pour moderniser la cérémonie d'engagement afin de d'énoncer plus clairement la pratique éthique de l'ingénierie.

Les méfaits persistants du colonialisme et la profession d'ingénieur-e

La cérémonie d'obligation, ainsi que les systèmes et les processus de gouvernance entourant le jonc d'ingénieur, sont des manifestations importantes d'une mentalité coloniale. L'ingénierie canadienne a joué un rôle important dans la colonisation, depuis les premiers travaux d'arpentage et de construction de chemins de fer jusqu'à l'extraction des ressources et au développement des infrastructures sur des terres autochtones. Si les ingénieur-e-s veulent s'engager honnêtement dans des processus de vérité et de réconciliation, nous devons reconnaître l'implication de notre profession dans les entreprises coloniales passées et présentes, et la mesure dans laquelle le colonialisme a façonné la culture de l'ingénierie au Canada. Nous croyons que la mise à jour de la cérémonie d'engagement est une réponse appropriée aux appels à l'action de la Commission de vérité et de réconciliation, en particulier ceux qui s'adressent au secteur des entreprises et aux établissements d'enseignement postsecondaire. La cérémonie actuelle a été écrite par l'impérialiste notoire Rudyard Kipling, l'auteur d'œuvres telles que "The White Man's Burden" qui soutenait sans réserve et avec enthousiasme le projet colonial européen et son racisme explicite et inhérent. Il est important de se rappeler que 33 des 75 travailleurs qui ont péri dans la rupture du pont de Québec étaient

issus de la nation mohawk de Kahnawake. Nous pouvons, et devons, faire mieux pour honorer leur mémoire.

La cérémonie comprend également des lectures de textes chrétiens, ainsi qu'un langage et un symbolisme explicitement religieux et/ou patriarcal. Cela peut créer un environnement peu accueillant pour les femmes et pour tous ceux qui ne partagent pas les croyances chrétiennes évoquées dans la cérémonie. Nous devons reconnaître qu'il est possible qu'une tradition soit aimée et vénérée, tout en étant nuisible, et que la domination des mentalités coloniales et patriarcales au sein de l'ingénierie peut rendre difficile la reconnaissance de ces nuisances. Toutefois, cela ne nous dispense pas de prendre les mesures nécessaires pour y remédier.

Recommandations

Nous ne sommes pas le premier regroupement à demander des changements à la Cérémonie d'obligation, ni le premier à noter le manque de transparence dans sa gestion. En mars 2020, la direction d'Ingénieurs Canada et la direction de tous les ordres professionnels d'ingénieurs au Canada ont écrit au directeur de la Société des sept gardiens, soulignant que la cérémonie d'engagement est " incompatible avec les valeurs des canadiens et leurs attentes à l'égard d'un ingénieur ", et demandant un " changement à l'échelle nationale ". Au sein de la Société des sept gardiens, un comité sur l'équité, la diversité et l'inclusion a été formé pour aborder les questions relatives à la cérémonie. Nous applaudissons cet effort et nous sommes prêts à travailler avec le comité et la Société sur les questions d'équité, la diversité et l'inclusion, afin de réaliser une mise à jour exhaustive.

Nous demandons à la Société des sept gardiens de mettre en œuvre les recommandations suivantes :

1) Révision de la cérémonie d'engagement pour le 21^e siècle :

- **Faire participer activement** la communauté de l'ingénierie canadienne et d'autres penseurs contemporains pour réimaginer et réécrire la Cérémonie d'engagement pour que celle-ci reflète les valeurs et les responsabilités qui sont au cœur d'une saine pratique de l'ingénierie.
- **Inclure spécifiquement**, dans le processus de mise à jour, des ingénieurs pouvant représenter des groupes qui pourraient être offensés par la cérémonie actuelle ou qui ont souffert d'impacts environnementaux ou sociaux de projets d'ingénierie dans le passé (par exemple, les autochtones, les femmes, les minorités visibles, les nouveaux arrivants au Canada, les personnes de toutes identités ou expressions de genre, et autres groupes minoritaires).
- **Élargir la description de la responsabilité des ingénieur-e-s** en veillant à ce que la nouvelle cérémonie recadre leur rôle et mette à jour sa discussion sur l'éthique pour inclure les impacts environnementaux et sociaux.
- **Reconnaître les préjudices** en veillant à ce que la nouvelle cérémonie reconnaisse les rôles de l'ingénierie canadienne dans l'avancement et la perpétuation du colonialisme et d'autres processus nuisibles, y compris le rôle de la cérémonie d'engagement originale.

2) S'engager à rendre des comptes et à faire preuve de transparence :

- **Restructurer la Société des sept gardiens et les Sections individuelles**, de sorte que des processus clairs de sélection des gardiens et des processus de reddition de compte soient en place.
- **Partager activement ce processus et la nouvelle cérémonie** avec la communauté de l'ingénierie canadienne et avec le public (par exemple, en invitant les ingénieur-e-s obligé-e-s à renouveler leur engagement lors d'une cérémonie mise à jour).

3) Traiter et réduire les dommages imminents pendant le processus de mise à jour :

- **Accorder aux sections individuelles la possibilité de modifier** ou d'omettre des sections de la cérémonie actuelle en fonction des besoins de leurs participants, jusqu'à ce qu'une nouvelle cérémonie soit élaborée.
- **Accorder aux étudiant-e-s la possibilité de retarder la réception** de leur jonc jusqu'à ce qu'une nouvelle cérémonie soit développée, et soutenir cette décision en partageant à l'avance les détails de la cérémonie actuelle avec les futurs récipiendaires.
- **Fournir une déclaration officielle**, qui sera incluse dans chaque cérémonie organisée jusqu'à ce qu'une nouvelle cérémonie puisse être introduite, reconnaissant la nécessité d'un changement et le processus de mise à jour en cours.

La mise à jour de la Cérémonie d'engagement est l'occasion pour la Société des sept gardiens de façonner de manière significative l'avenir de la profession d'ingénieur-e. Nous désirons et sommes capables de travailler avec la Société pour mettre en œuvre ces recommandations. Nous serions gré de soutenir le processus de mise à jour en recueillant des informations, en établissant des liens, en coordonnant les réponses, en fournissant des suggestions spécifiques ou en nous engageant dans toute autre activité permettant de faire progresser nos objectifs communs.

Pour beaucoup d'entre nous, le jonc reste un symbole important de notre profession et une partie de notre identité. Nous croyons qu'il faut préserver la tradition de l'anneau de fer martelé, tout en reconnaissant son contexte historique problématique et en renouvelant la cérémonie pour le XXI^e siècle. Comme l'année 2022 marque le centenaire de la création du Rituel, et que l'année 2025 marque le centenaire de la première cérémonie, nous croyons que le moment est opportun pour mettre à jour la cérémonie afin qu'elle soit porteuse de sens pour les générations d'ingénieur-e-s à venir. Nous sommes confrontés à un avenir plein de défis qui exigera des ingénieurs ayant des normes éthiques solides. La mise à jour de la cérémonie d'engagement peut et doit être un élément central de notre démarche continue de réévaluation et de reconstruction de la culture de l'ingénierie.

Sincerely/Cordialement,

MacKenzie Campbell, University of Toronto, Graduate Student, Obligated Engineer 2021

Alexandra Downie, Consultant, Obligated Engineer 1989

Shelir Ebrahimi, PhD., P.Eng, Assistant Prof of Teaching, Obligated Engineer 2015, Camp 26

Philip Ferguson, Associate Professor University of Manitoba, Obligated Engineer

Kyle Monkman, Métis, 2017 Engineering Graduate

Edmund Martin Nolan, University of Toronto, Assistant Professor, Engineering Communication Program

Robyn Paul, University of Calgary, PhD Student, Obligated Engineer 2011

Heidi Ploeg, PhD, P.Eng, Prof. Mechanical and Materials Engineering, Queen's University, Chair for Women in Engineering, Obligated Engineer 1988, Camp 3 Alternate Warden

Janna Rosales, PhD, Associate Professor (Teaching), Faculty of Engineering and Applied Science, Memorial University

Dominique Sorel, ing., M.Sc., consultante, ingénieure engagée en 1993 (section #16)

Dr. Katherina Tarnai-Lokhorst, P.Eng, FEC, FGC(hon), Obligated Engineer 1987

Victoria Thomsen, University of Manitoba, Graduate Student, Obligated Engineer 2018

Kari Zacharias, PhD, Assistant Professor, University of Manitoba, Obligated Engineer 2008

Signatures in support/Signatures d'appui
(updated regularly, last updated date at bottom)

Organizations

Please note: this is a live and fluid document. Some organizations have indicated general support but have not yet at the time to fully review and discuss the statement to be an official signatory. Other organizations are still in discussion. Please check back frequently for updates.

Engineers Canada

Gerard McDonald, MBA, P.Eng., ICD.D, Chief Executive Officer

PEGNL (Professional Engineers and Geoscientists of Newfoundland & Labrador)

Janet Bradshaw, P. Eng., FEC, CEO & Registrar

APEGA (Association of Professional Engineers and Geoscientists of Alberta)

Jay Nagendran, P.Eng., FCAE, ICD.D, FEC, FGC (Hon.), Registrar & CEO

Engineers Yukon (Association of Professional Engineers of Yukon)

Kimberley King, FEC (Hon.), Executive Director & Director of Registration

Engineers PEI (Association of Professional Engineers of the Province of Prince Edward Island)

Jim Landrigan, FEC, P.Eng., Executive Director

OSPE (Ontario Society of Professional Engineers)

Sandro Perruzza, Chief Executive Officer, Ontario Society of Professional Engineers

Individuals

If you would like to add your signature in support of this statement as an individual, we encourage you [to do so here](#).

Si vous souhaitez ajouter votre signature à l'appui de cette déclaration en tant qu'individu, nous vous encourageons [à le faire ici](#).

Nerissa Mulligan, Obligated Engineer 1997

Roger Carrick, Prof. Engineering Science and Mechanical and Industrial Engineering, University of Toronto, Obligated Engineer 2006

Christina Heidorn, 1991 Engineering Graduate (U of T) and External Relations Officer, U of T Division of Engineering Science

Katrine Levesque, Métis, P.Eng., 2017 University of Manitoba Civil Engineering

Chris Rennick, University of Waterloo, Obligated Electrical Engineer 2007

Stephanie Hladik, PhD, Assistant Professor, University of Manitoba

Farrah Fayyaz, PhD, Lecturer, Centre for Engineering in Society, Concordia University, Montreal, QC, Director, member-at-large Canadian Engineering Education Association board

David Foley, Université de Sherbrooke

Stephen Mattucci, Engineering Professor, University of Guelph

Jessica Li, P.Eng, 2013 Engineering Graduate

Lacey Wice, M.Sc., B.Eng., McMaster University, Obligated Engineer 2020

Jillian Payne, EIT, UofA Mining Engineering graduate 2017

Jillian Henderson, Queen's University, Graduate Student, Obligated Engineer 2021

Anne Johnson, PhD, MPA, Assistant Prof. Mining Engineering, Queen's University

Corinne Basarowich

Jozinus Ploeg, Ir. (Delft), FCAE, Retired Vice President Engineering, National Research Council Canada, Obligated Engineer, 1961

Charlotte Gibson, PhD, P.Eng., Assistant Professor, Queen's University, Obligated Engineer 2009

Karim Fattal

Claire Davies, PhD PEng, Associate Professor, Mechanical and Materials Engineering, Queen's University

Alexandra Thayer, Mechanical Engineering and Applied Science Graduate, Obligated EIT 2021

Katy Haralampides, Prof. Civil Engineering, UNB, Obligated Engineer @ Queen's 1995

Dean Richert

Laura Hutchinson, MSc 2016, BScEng 2014

Agnes d'Entremont, P.Eng., Associate Professor of Teaching, Mechanical Engineering, UBC, Obligated Engineer 2001

Karen Rudie, PhD, P.Eng., FIEEE, Prof. Electrical and Computer Engineering, Queen's University, Obligated Engineer

Paul Labossiere, P.Eng., Associate Dean, University of Manitoba, Camp 8 Warden

Jenna Usprech, PhD, PEng, Assistant Professor of Teaching, Obligated Engineer 2008

Stephanie Wright, Wilfrid Laurier University, Obligated Engineer 2016

Laleh Behjat, University of Calgary, Professor

Eve Langelier, Professor in Mechanical Engineering, Chaire for Women in Science and Engineering for the Quebec region, received iron ring in 1990

Franz Newland

Sydney van Engelen, Queen's University, Graduate Student, Obligated Engineer 2021

Jana Levison, PhD, P.Eng., Associate Professor, Water Resources Engineering, University of Guelph, Obligated Engineer 2004

Ness Di Battista P.Eng. PhD, Obligated Engineer 2012 (Camp 1)

Jérôme Collin, Maître d'enseignement (permanent lecturer), Polytechnique Montréal

Reed Forrest

Elizabeth Hassan, PhD, P.Eng, Assistant Professor Mechanical Engineering, McMaster University, Obligated Engineer 2003

Kathryn Atamanchuk, P.Eng., FEC, University of Manitoba, Obligated Engineer 1999

Micah Stickel, PhD, P.Eng, Professor, Teaching Stream in ECE, University of Toronto, Obligated Engineer 1997

Patrik Doucet, Ph.D., P.Eng., Prof. Mechanical Engineering, Université de Sherbrooke

Ryan Mahon, Queen's University, Obligated Engineer 2018

Janie Wilson, Professor and Director School of Biomedical Engineering, Dalhousie University

Mike Potter, Professor (Teaching), University of Calgary

Janelle Martel, Métis, P.Eng., Engineer-in-Residence, University of Manitoba, 2016 Engineering Graduate

Frank McGillicuddy, Obligated Engineer 1988

Scott Selbie, University of British Columbia, CEO Theia Markerless inc., Obligated Engineer
1980

Erick Oberstar, University of Wisconsin-Madison, Obligated Engineer 1996

Melissa Young, Queen's University, Graduate Student, Obligated Engineer 2020

Mahsa Zojaji, Queen's University, PhD Student

Matthew Elphinstone, Queen's University, Obligated Engineer 2020

Ana Luisa Trejos, PhD, PEng, Associate Professor Electrical and Computer Engineering,
Western University, Obligated Engineer 2003

Neil Trainor, Ojibwe, Queen's University Civil Engineering Undergraduate Student

Emma Jane Randall, Queen's University, Obligated Engineer 2019

Jennifer Johrendt, Associate Dean Student Affairs, University of Windsor, Obligated Engineer
1992

Genevieve dUMAS, Emerita Professor, Prof. Mechanical and Materials Engineering, Queen's
University

Isabela Dominguez, Obligated 2021

Colin Tait, Consultant, Obligated Engineer 2008

Nish Balakrishnan, P.Eng., Faculty Member (Teaching) - University of Manitoba, Obligated
Engineer 2012

Carl Ollivier-Gooch, PhD, PEng, Prof Mechanical Engineering and Associate Head for Equity,
Diversity, Inclusion and Indigeneity, U British Columbia

Robert Faraday, Queen's University, BaSc 2020

Brayden McNeill, MSc, Obligated Engineer 2007

Leone Ploeg, P.Eng. Mechanical Engineer

Derek Friend, University of Alberta, Obligated Engineer 2017

Thomas Sears, PEng, PhD student and Vanier Scholar, Queen's University, Obligated Engineer
2012

Farhoud Delijani, PhD, P.Eng, Centre for Engineering Professional Practice and Engineering
Education, University of Manitoba

Cacia Ploeg, Obligated Engineer 2021

Julianna Jeans, Queen's Engineering Class of 2019

Loralyn Blondin, Consultant, Obligated Geological Engineer 2018

Jordan Pernari, Consultant, MASc, Queen's University, Obligated Engineer 2019

Samantha Dunn, 2020 Engineering Graduate

Eli Babington, Queen's University, Obligated Engineer 2018

Bryan Hoang, Queen's University, Obligated Engineer 2022

Carrie Robinson

Amin Azad

Thom Wright, Obligated Engineer 2021

Rein Tiisler, Queen's University, Geological Engineering Undergraduate Student

Olivia Tom, Queen's University, 2022 Engineering Graduate

Emily Edwards, 2022 Queen's Engineering Graduate

Meaghan Hannigan, 2021 Queen's University Engineering graduate

Kathy Sheng, Queen's University, Masters of Applied Science Candidate in Civil Engineering

Zaid Kasim, Civil Engineering M.A.Sc Candidate, Sci '21

Nick Totman, Queen's University Graduate Engineering Student, Obligated Engineer 2022

Christina Zeuner M.Sc, B.Eng&Society (McMaster 2018), University of Guelph Engineering PhD Student

Tom Harris, Ph.D., P.Eng, FCAE, Emeritus Professor, Department of Chemical Engineering, Queen's University

Jennifer Day, PhD, PEng, PGeo, Asst. Professor, Geological Sciences and Geological Engineering, Queen's University, Obligated Engineer 2011

Karen Dow, PhD, P.Eng., Associate Professor and Associate Dean (Undergraduate), University of Manitoba, Obligated Engineer 2001

Jon Doan, Ph.D., P.Eng., Associate Professor, University of Lethbridge, Obligated engineer 1994

Suzanne Hurley, PhD, P.Eng., Associate Prof. of Teaching, Faculty of Engineering and Applied Science, Memorial University, Obligated Engineer

D Jean Hutchinson, PhD, PEng, FEIC, FCAE, Professor Geological Engineering, Queen's University. Obligated Engineer, Camp 1, 1984

Jack Park, BGC Engineering Inc., UBC BAsC (2018), Queen's University MASc (Current)

Elizabeth Diederichs, Obligated Engineer 2021

Derek Oliver, PhD, P.Eng., Professor and Head of Department (Electrical and Computer Engineering), University of Manitoba, Obligated Engineer 2017

Michael Rainbow, PhD, P.L.Eng - Associate Professor

Emma McNeill, Indigenous, University of Guelph, 2022 Engineering Graduate

Conrad Ploeg

Erica Lee Garcia, P.Eng., founder of Engineers of Tomorrow, Obligated Engineer 2000

Prashant Mhaskar, Department of Chemical Engineering, McMaster University

Wouter Deconinck, PhD, Assoc Prof of Physics, 2003 Engineering Graduate University of Ghent
Belgium

Sarah Cain, MASC, PEng, Consultant, Queen's University Obligated Engineer 2015

Stacey Zhao, PhD, P.Eng, Adjunct Professor, Queen's University, Obligated Engineer 2012

Marlène Villeneuve, Montanuniversität Leoben, Austria, Obligated Engineer 2002

Peter Ostafichuk, PhD, P.Eng., Prof. of Teaching Mechanical Engineering and Chair of First
Year Engineering, University of British Columbia, Obligated Engineer 1997

Alison Mark, PhD., Obligated Engineer 1998

Brennan Gourley, P. Eng., Obligated Engineer 2013, Camp 9

Holly Witteman, PhD, Professor of Medicine, Université Laval, Obligated Engineer 1999

James Ehrman, P.Eng, Consultant, Obligated Engineer 2015

Mark Franklin, P.Eng., Instructor for "Engineering Careers" as adjunct professor at University of
Toronto, and CareerCycles practice leader. Obligated Engineer, 1986

Hassana ABDOU AHMED LBEID, Obligated Engineer 2012, Queen's University Graduate

Whitney Surgenor, P.Eng.

Cindy Rottmann, Associate Director, Research, Troost ILead/ISTEP, University of Toronto

Laura Murray, Consultant, Obligated Engineer 1998

Cole Van De Ven, PhD, EIT, Assistant Professor, Environmental Engineering, Carleton
University

Robert Croft, University of British Columbia, Engineering Graduate, 2016

Lisa Coyne, P.Eng., Obligated Engineer 1993, Golder Associates Ltd.

Virginia Cullen, MEng PEng (non active)

Kayla Galbichka

Bill Cavers, P.Eng., Senior Geotechnical Engineer

Chris Rouse, Assistant Professor, University of New Brunswick, Obligated Engineer 2009

Katie Nero, PEng, Consultant, Queen's University Obligated Engineer 2015

Lyndia Wu, Assistant Professor, University of British Columbia, Obligated Engineer 2012

Renato Bezerra Rodrigues, University of Manitoba, PhD Student, Internationally Trained
Engineer 2016

Andrea Chan, PhD, Research Associate, Troost ILead/ISTEP, University of Toronto

Brett McMillan, 2016 Engineering Graduate

Roland Robinson

Tianna Philippot, Métis, E.I.T., 2021 Engineering Graduate, University of Manitoba

Sharelle Rodrigo, EIT, University of Guelph class of 2021

Emily Rowe, M.A.Sc., P.Eng (AB)
Alice L Pawley, B.Eng, MSIE., Ph.D., Professor of Engineering Education, Purdue University
USA; Obligated Engineer 1999
Graham Hendra, 2011 Engineering Graduate
Thomas F.C. Woodhall, M.Sc.(Eng.), P.Eng., Obligated Engineer 2005
Robert Rohling, PhD, PEng, Prof. Electrical and Computer Engineering, Mechanical
Engineering, UBC
Loren Proven, University of British Columbia, Graduate Student, Obligated Engineer 2022
Brendan Smithyman, Ph.D, Obligated Engineer 2007
Pauline Martini, Admissions & Recruitment Coordinator (CivMin), University of Toronto
Amanda Giang, PhD, Assistant Professor in Mechanical Engineering, University of British
Columbia, Obligated Engineer 2011
Sheldon Green, Ph.D., P.Eng., Obligated Engineer 1984
Keith Letendre, P.Eng, University of Calgary
Éric Germain, maître d'enseignement, Polytechnique Montréal, Obligated Engineer 1992
Brian Shuve, University of Toronto, Obligated Engineer 2007
Niya Tewfik, B.Eng., M.Sc.
Tess Donohue, Queen's University Civil Engineering, Obligated Engineer 2021
Ryan Danks, P.Eng. Obligated Engineer 2007
Mihsakwan James Harper, Sturgeon Lake Cree Nation, Treaty 8, 2017 Engineering Graduate,
Engineer in Training, M.Sc. Renewable Energy
Alexander Taylor-Noonan, Ph.D., P.Eng., Obligated Engineer 2010
Jillian Seniuk Cicek, Ph.D., Engineering Educator & Researcher
Lizabeth Thompson, Obligated Engineer, 1981, Professor, Director and Department Chair,
College of Engineering, Cal Poly, SLO
Steven Rogak, PhD, P.Eng, Prof. of Mechanical Engineering, UBC
Carolyn Geddert, P.Eng, FEC, Engineer in Residence, University of Manitoba, Obligated
Engineer 1988, Camp 8 Alternate Warden
Jane Lehr, California Polytechnic State University
Meghana Valupadas, Engineer-In-Training, University of Alberta Class of 2019
Alison Henry, Obligated Engineer 1998
Sergio Guillén, B.Eng., M.A., Obligated Engineer 1990 (Camp 12, Carleton University)
Brian Pottle, P. Eng., B. Eng. (MUN, 2015)
Aaron Best, BASc, PhD Candidate, Queen's University, Obligated Engineer 2019

Gregory Dalton, PhD, P.Eng, Obligated Engineer 1993
Keith Pilkey, PhD, PEng, Professor and Head, Department of Mechanical and Materials Engineering, Queen's University
Mark Abbott, P.Eng., Director of the Engineering Change Lab
Julian O'Flynn, Dalhousie University, Obligated Engineer 2003
Lauren Welte, PhD, Postdoctoral Researcher, Obligated Engineer 2015
Caroline Baril, Queen's University, Obligated Engineer 2020
Sean T. McCoy, PhD, Prof. Chemical and Petroleum Engineering, University of Calgary, Obligated Engineer 2003
Heather DeYoe, P.Eng.
Karam Elabd, B.Sc, M.ASc, UManitoba, Simon Fraser University
Duncan Nixon, P. Eng, Obligated Engineer 2009
Dennis Peters, PhD, P.Eng., FEC, SMIEEE, Associate Dean (Undergraduate Studies), Memorial University, Camp 20 Honourary Warden
Mackenzie Collins, BASc, Obligated Engineer 2021, Schulich Leader & Vanier Scholar
Rena Feng, P.Eng
Alicia Hill, 2017 Engineering Graduate
Grant Matthews, M.Eng, P.Eng, obligated 2017
Kim Paolo Laberinto, University of Manitoba B.Sc. in Engineering 2021
Nastassja Thorsten, E.I.T., Obligated Engineer 2020
Tim Veldhuis, Engineering Student, University of Manitoba
Aislinn Livingston, E.I.T, 2022 Engineering Graduate
Kyle Smith, P.Eng, Manager Regulatory Research and International Mobility, Engineers Canada, Obligated Engineer 2006
Linda Vanasupa, Ph.D., Professor of Materials Engineering, Franklin W. Olin College of Engineering
Daniel Spooner, Ing. Ingénieur de plein droit OIQ 1995
Stephanie Turner - Obligated 2019
Jeffrey Harris, PhD, E.I.T, Assistant Professor and Director of Common Engineering, York University, Obligated Engineer 2007
Evan Sterling, Engineering Librarian, Obligated Engineer 2008
Catherine Tatarniuk, Ph.D., P.Eng., Assistant Teaching Professor, Obligated Engineer 2003
Elham Marzi PhD, Prof. Engineering Business, University of Toronto
Kelsey Friesen, EIT

Nettie Wallace, 2022 Engineering Graduate

Gordon Stubley, P.Eng. (retired), Professor Emeritus, Mechanical and Mechatronics
Engineering, University of Waterloo

Michèle Rochette, MSc, EIT, 2019 Engineering Graduate

Evan Lutz, E.I.T

Stephen Moyer, E.I.T., Obligated Engineer 2021

Majid

Alison Olechowski, PhD, P.Eng, Assistant Professor, University of Toronto, Obligated
Engineering 2010

Robert Irish, Associate Professor of Teaching, Engineering Communication Program, University
of Toronto

Josée Rosset, Obligated Engineer 2022

Natasha Jacobson, PhD, P.Eng., Instructor, University of Manitoba, Obligated Engineer 2016

Sean Maw, Huff Chair in Innovative Teaching, USask, Obligated Engineer 1990

Christina Tatarniuk, M.Sc., P.Eng., Senior Geotechnical Engineer

Dawn Kilkenny, Associate Professor Teaching Stream and Vice Dean, First Year Engineering,
University of Toronto

Clifton Johnston, PhD, P.Eng., Assoc. Prof. Mechanical Engineering, Dalhousie University,
Obligated Engineer 1991

Jack Kostick, 2021 Engineering Graduate

Yasemin Al-Banna, Electrical & Biomedical Engineering Student, McMaster University

Randy Herrmann, University of Manitoba, Metis, Obligated Engineer, 1988

Fidel Labit, E.I.T., University of Toronto Civil Engineering 2009

Peter Cipton, P.Eng. Prof and Director pro tem, School of Biomedical Engineering, University of
British Columbia, Obligated Engineer 2005

Georgia Dunn, E.I.T

Devon Whidden, EIT, 2022 Engineering Graduate

Andrew Maxwell PhD PEng Bergeron Chair in Technology Entrepreneurship Lassonde School
of Engineering York University Toronto

Sharareh Bayat, PhD, P.Eng, Biomedical Engineering, UBC

Anna Blakney, PhD, P.Eng, Obligated Engineer 2022

John DeWilde, Engineer, 1991

Susan McCahan, PhD, P.Eng. Prof. Mechanical & Industrial Engineering, Vice Provost, U. of
Toronto

Quinn Desrochers, E.I.T, Obligated Engineer, University of Manitoba graduate 2021
Riley Anderson, EIT
Hanna Bennett
Stephanie Price, FEC, P.Eng., Engineers Canada, Obligated Engineer 1995
Sarah Fay, M.Sc, EIT, University of Manitoba, Obligated Engineer 2018
Negar Harandi, PhD, Assistant Professor of Teaching, School of Biomedical Eng., University of British Columbia
Makenna Isfjord, EIT, University of Manitoba, Obligated Engineer 2021
Margaret Anne Clayton, P.Eng., Obligated Engineer 2007
Emerald Fonseca, E.I.T, University of Manitoba, Obligated Engineer 2020
Kate McIntyre, P.Eng., Obligated Engineer 2010
Kelly White
Doug Monkman
Matthew Funk, EIT
Venedict Tamondong, B.A.Sc., E.I.T, University of British Columbia (Mechanical Engineering - Okanagan), Obligated Engineer 2021, Camp 26 Iron Ring Student Representative (2021)
Julie Vale, PhD, P.Eng, Assc. Prof., Associate Director Undergraduate Studies, School of Engineering, University of Guelph
Brad Schmid, P.Eng., Associate Professor, University of Saskatchewan
Johan Prent, EIT, Carleton University, Obligated 2020, Camp 12
Gillian Roos, M.A.Sc., P.Eng.
Michael Meier, E.I.T.
Ania Ulrich, PhD, P.Eng, Professor Civil & Environmental Engineering, University of Alberta, Obligated Engineer 1999
Eve Ulmer, Integrated Engineering UBC, 2021 Graduate
Che McWaters, P.Eng
Jeff Paul, MPA, MASc, PhD Student in Engineering Education Research
Nikita Dawe, Obligated Engineer 2014, MASc, PhD Student - University of Toronto, Lecturer - UBC Okanagan
Alon Eisenstein, PhD, MEd, Assistant Professor of Teaching, University of British Columbia Okanagan School of Engineering
Bradley Wamboldt, P.Eng, MBA
Leah Hatcher, 2021 Engineering Graduate, Medical Student

Sarah Haines, PhD, Prof. of Civil Engineering, University of Toronto, 2017 Engineering Graduate

Sonia De Buglio, Chemical Engineering, U of Toronto BASc & MASc, Director of Alumni Relations

Durand Jarrett-Amor, Ph.D. Candidate, University of Toronto

Atoosa Ziyaeyan, Biomedical Engineering PhD student

Serena Chao, Obligated Engineer 2019

Elise Laende, PhD, Queen's University, Obligated Engineer 2003

Edward Thomas, Obligated Engineer 2006

Pierre Martin, P.Eng, 2018 Engineering Graduate

Marcus Extavour, PhD, MSc, BASc, Chief Scientist & Executive VP Climate and Energy, XPRIZE, obligated engineer 2003

Sara Kardash, Engineer-In-Training, University of Alberta Class of 2020

Carl Gould, EIT, Obligated Engineer 2018

Chelsea Dubiel, B.Sc., E.I.T,

Janel Wyllie-Runner (Engineering Student)

Sarah Fines, Civil Engineering Student

Frédéric Savage, ing.,MBA. Sherbrooke 1993. Enseignant à la technologie du génie civil au Cégep de St-Hyacinthe

Aubry Bosc, EIT, University of Manitoba, Obligated Engineer 2021

Shae Mulvihill

Kevin Sim, P.Eng, PMP; Lakehead University 2001; Camp 21

Sahil Mehta

Geoff Rideout, Mechanical Dept. Head (on sabbatical leave), Memorial University

My-Linh Yee, 2021 Engineering Graduate

Alex Gieysztor ing., B. Eng 1982

Andrew Vardy, B.Eng, M.Sc, Ph.D, P.Eng, Professor @ Memorial University

Monya Ostiguy, ing., M.Sc.A.

Sylvie Lecrux-Trudel, ing.

Marie Larocque, ing. (1990), PhD (1997), professeur UQAM, titulaire de la chaire Eau et conservation du territoire

John Kizas, FEC, PEng

Emma Neilson, 2022 Engineering Graduate

Riley Lavryshyn, EIT

Tyler Fentie, E.I.T
Kenna Bartlett, Obligated Engineer 2021
David Di Cola, P.Eng. , obligated 1998
Hannah Bulmer, Obligated Engineer 2021
Erin Dixon, Queen's University Obligated Engineer 1998
Kathy Kalenchuk
Tarek Issa, Obligated Engineer 2021
Kevin Nguyen, Queen's University, Obligated Engineer 2021
Katherine Hawthorne, Engineering Student
Dr. Kim Jones, Chair, Ontario Network of Women in Engineering
J. David Arthurs, B.Sc.(Hons.), B.Sc.Eng., MBA, P.Eng., Obligated Engineer 1989
Emma Kennedy, EIT, Obligated Engineer 2020
Michael Parsche, Obligated Engineer 1988
Monique Punt, P.Eng, MSc, obligated engineer 1988
Marie-Claude Prévost, ing. 1991
Bonnie (Speed) Douglas, Obligated Engineer, University of Guelph 2002
Colin Climie, Obligated Engineer 1989
Larisa Cousineau, E.I.T, Obligated Engineer 2020
Atlanta Geleta, B.Sc, Mechanical EIT, Future Obligated Engineer
Justin Pezzin, P.Eng, EMBA
James Brown, Quality Professional, Chair CSA N286, Obligated Engineer 1990
Heather Jean Murdock, P.Eng.
Clayton Schon
Eric Kapilik, Metis, 2021 Engineering Graduate

**Version 2 created after this signatory on September 21, 2022 at 12pm MST with one edit.
See details at the bottom of document. Version 2 créé le 21 septembre 2022 à 12h MST
avec une modification. Voir détails en bas de document.**

Travis Lavallee, P.Eng
Caroline Frenette, ing. Ph.D., ingénieure engagée en 1993 (section #16)
Aaron Weber, P.Eng., Geotechnical Engineer, UofT 1T6+PEY
Cory Vitt (they/them), Metis & 2S, 2005 Graduate, P.Eng. (MB)
Yannick Lessard, ing., M.Sc.A., Chargé de projet

Tyrese Gibbes, University of Manitoba, E.I.T, Obligated Engineer 2022
Alain Gravel, B. Ing., M. Ing., Professeur de physique au cégep
Chris Petersen, P.Eng., Obligated Engineer 1994
Ryan Voon
Bonita Craig, PEng 2008
Farhang Amini, BASc Chemical Engineering, Obligate Engineer 2022
Amanda Anderson, EIT
Wenxian Yao, Woman, Immigrant, E.I.T., CAPM, 2022 Civil Engineering graduate
Ana Ciocoiu, Electrical Engineer, Obligated Engineer 2021
Max Mathies, P.Eng
Sébastien Gagné, ing. 2009
Christine Spreitzer, P.Eng., Mechanical Engineer and consultant licensed with PEO in 2014
Bernard Chan, P. Eng, MBA
Antje Hurlburt, P. Eng., Obligated Engineer 2002
Levi Cooperman, P.Eng. Co-Founder FreshBooks
Michael MacCarthy, Métis, Software Engineer E.I.T., Obligated Engineer 2021
Corwin Shanner, Engineering Graduate 2020, UBC
Professor Marcel O'Gorman, Director, Critical Media Lab, University of Waterloo
Alison Chan, P.Eng.
Tim Coldwell, Obligated Engineer, 2004
Jennifer Boger, PhD PEng, Systems Design Engineering, University of Waterloo
Ashley Galagusz, P.Eng., Obligated Engineer 2013
David London, P.Eng., Consultant, Obligated Engineer 2001
Intiaz Ahmed, P.Eng.
Natasha Mudie, E.I.T., Obligated Engineer 2022
Kris Thompson, P.Eng., Obligated Engineer 1988
Magdalena Richardson, Obligated Engineer 2022
Rob Gorbet, PhD, P.Eng. (90507112, since 2000) obligated in 1992. Associate Professor, University of Waterloo.
Sarah Kobeissi, Civil Engineering Student
Mikhail Burke, 2012 Engineering Graduate, Associate Director of Access and Inclusive Pedagogy at the University of Toronto
Kuberendra Jeevendra, B.Eng., UoGuelph 2019 Graduate
Hakim Atek, Ingénieur

Hannah Mooney, 4th Year Engineering Student, University of Manitoba
Saher Ghanem, E.I.T, 2021 Graduate
Jacob McIvor, M.A.Sc., E.I.T, Obligated Engineer 2007
Leo Paitich, E.I.T.
Jeremy Kooyman, P.Eng., MASc. Biomedical Engineer, Obligated Engineer 2011
Dylan Heerema, P.Eng. M.Eng.
Alistair Pimlott, 2013 Engineering Graduate from the University of British Columbia
Timothy Maciag (PhD, Computer Science), Lecturer, Software Systems Engineering at the
University of Regina Faculty of Engineering & Applied Science
Jaosn Chak, MEng, PEng, Mechanical Engineer in BC
Milad Hajihassan, Obligated Engineer
Hayley Galsworthy, Engineering Undergraduate Student
Kai Zhuang, PhD, Professor of Engineering, Lassonde School of Engineering.
Nusraat Masood, MSc, EIT
Mallika Goodman, Queen's University Applied Science Class of 2022
Emily Di Monte
Alain Trudel, ing., M. Sc. A., 1993
Jordan Mitchell, EIT, Department of National Defense
Jacob Lowe, 2021 Engineering Graduate, Municipal Designer
Thu Truong, E.I.T
Myriam Larouche, Ingénieure diplômée en 2016
Marianne Touchie, PhD, P.Eng., Associate Professor, Civil & Mineral Engineering and
Mechanical & Industrial Engineering, University of Toronto
Pat Duong, Engineering Graduate 2019
Rachel Tyli, 2019 Engineering Graduate
Marie-Eve Dufour, ingénieur cheffe d'équipe, promotion 2004
Jasmine Shaw, P.Eng., MASc., Biomedical Mechanical Engineering (2016)
Kaitlyn Haldane-Wilsone
Aaron Wesley D'Mello, P. ENG. Carleton University 2013 Graduate
Robin Feeney, Engineering Student
Jessica Thorne, Engineering Graduate 2022
Carolyn MacGregor, PhD, CCPE, LL (ON), Associate Dean, Teaching & Student Experience,
Faculty of Engineering, University of Waterloo
Nathan Gomes, Engineering Physics student, Carleton University

Sara Livicker MBA P.Eng. Obligated Engineer 2005, Camp 8
Matt Borland
Erica Vertefeuille, 2012 Engineering Graduate
Kobe Harrigan, E.I.T, Obligated Engineer 2021
Andrea Hemmerich
Lane Mitchelmore, B. Sc. Computer Engineer, Obligated Engineer 2011
Colin Russell, 2012 MASc Graduate
Julia Filiplic, 2019 Engineering Graduate
Lindsay Stern, MASc Candidate
Richard Ean, PhD candidate, Queen's University, Obligated Engineer
Stuart King, P.Eng.
Kayla Atwood, E.I.T., Obligated Engineer 2021
Kush Bubbar, PhD, P.Eng, Prof. Electrical and Computer Engineering, UNB
Salma Dharsee, B.Sc.(Eng) graduate 2003
Matt Bielaski, P.Eng.
Ben Kinsella, Obligated Engineer 2015
Andrew Dickson, E.I.T, University of Waterloo, Obligated 2022
Sophia Rahn, 2022 Engineering Graduate, Candidate for MASc
Lori Whetstone
Alexandra Giroux, MASc, P.Eng.
René Lampron gradué Poly Montréal 1969
Melissa Bunn, Research Scientist, Engineering Graduate 2006
Kerry L Penner, P.Eng., Executive Vice President, Obligated Engineer 1994
Helen Engelhardt, University of Waterloo Nanotechnology Engineering, Projected graduation:
2024
Jason Millar, PhD, Canada Research Chair in the Ethical Engineering of Robotics and AI,
Assistant Professor, Faculty of Engineering, uOttawa
Peter Eliot Weiss, Associate Professor, Teaching Stream, Emeritus, Applied Science and
Engineering, University of Toronto
Alexandra Naylor, University of Waterloo, Obligated Engineer 2020
Marion Olivier, EIT, Materials Engineering Graduate
Thomas Watt, B.Eng, UVIC, 1996
Tim
Austin Martins-Robalino, MASc Candidate, 2020 Engineering Graduate

Karyn Sun, University of Waterloo 2020 Engineering Graduate
Carlos Filipe, Professor
Shawn Clark, Ph.D., P.Eng, Professor, Department of Civil Engineering Head, University of
Manitoba, Obligated Engineer 2002
Brian Dick, P.L.Eng, Prof & Chair, Vancouver Island University
Austen Underhill, Consultant, Obligated Engineer 2021
Meggle Letman, P. Eng., 2014 Dalhousie University Graduate
Helen Langille, M.Eng., P.Eng. (Dalhousie 2010, 2016)
Elisabeth Mance, P.Eng.
Lynsey Poushay, M.A.Sc., P.Eng., CEM, CMVP, Dalhousie University graduate, Obligated
Engineer 2009
Rehan Samad, BEng, MEng, P.Eng
Annamarie Burgess, MCIP, PEng, Obligated Engineer 2009
Dimpho Radebe, Engineering Education Graduate Student, Obligated Engineer 2015
Ellen Hachborn, P.Eng., P.Geo., Obligated Engineer 2014
Alexander Miller, Mechanical EIT, University of Waterloo, Obligated Engineer, 2022
Angie Bugg, Obligated Engineer, 1985, Honorary Warden Camp 4
James Brown, P.Eng, MBA, Queen's University, Obligated Engineer 1990
Lindsay Stern
Mengyuan Melody Li, University of Toronto Biomedical Engineering PhD student, Oligated
Engineer 2021, Camp 1
Rob Kelham, PEng Retired
Henry Olders, BAsC (Waterloo, 1970), MDCM (McGill, 1981), P.Eng, FRCPC
Jeff Mackwood, B.Eng. '82 (Carleton U.), retired/author, obligated but do not wear the ring and
will not until the ceremony is changed.
Charlie Harrison, M.Eng., P.Eng., FEC, Consultant, University of British Columbia, Obligated
2005, Camp 5
Nancy Huntingford, Electrical/Computer Engineer, University of Alberta 2001
Kimberley Paradis, BAsC Computer Engineering (2021) - University of Ottawa
Russell Latham, Obligated Engineer, B.A.Sc. Computer Engineering 2005 University of
Waterloo
Wayne Baird, P.Eng. (retired)
Bernard Ennis, P.Eng. Obligated 1977, have taught ethics to engineering students and
practitioners.

Garry Doerksen, Consultant, Obligated Engineer 1993
Archita Borah, MASc, 2022 Engineering Graduate
Niranjana Babu, Obligated Engineer 2021
Alexander Grant, B.Eng 2019 (Mechanical)
Katherine Miller, P.Eng., UBC Civil Engineering Graduate, Obligated Engineer 2012
W R Sample, P.Eng, Obligated Engineer, 1973
Samantha Dalfen, B.Eng 2021
Katherine Westerlund, EIT, Obligated Engineer 2020
Hailee Renkers, EIT
Vincent Chou, P.Eng., Obligated Engineer 1997
Desirée Squires, MBA, M.Eng., P.Eng.
David Elfstrom, P.Eng, Obligated Engineer 1995
Kaella-Marie Earle (Waaseyaa), EIT, Obligated 2020 in Camp 1, Anishinaabe, Oil and gas professional, Indigenous inclusion in energy expert and federal policy leader
Andrew Madrid, E.I.T
Henry John Earle P.Eng
Katelyn Sebastian, P.Eng, Obligated Engineer 2012
Kyle Schweiger, Environmental Engineering 2010
Marianna Uceda, Chem Eng 2014
Daniel Ross Lewis, P.Eng., FEC, BASc(Mech) 1972, Camp 5
Cameron Franchuk, M.Sc. P.Eng., Consultant, Obligated Engineer 2000
Alex Grams, P.Eng., obligated in 2013
Chris Jones, P.Eng., Obligated Engineer 2001 University of Guelph, Engineering Systems & Computing
Katherine Sinex, P.Eng., Obligated Engineer 2003
Mike Cecconi
Robert Conrad, 2021 uOttawa Engineering Graduate
Colin Cochran, B.A.Sc (1994), M.A.Sc (1996) University of Toronto
Rebecca Acker, E.I.T, Dalhousie University 2022
Shayne Kelly II, 2018 Engineering Graduate
James Dyck, P.Eng., Obligated Engineer 2011
Terrence Sauvé, ing., B.Eng., ingénieur engagé en 2007
Ryan Huizing, PhD, P.Eng.
Aidan O'Gorman, BASc, Chemical Engineering, Obligated Engineer 2021

Johanna Whitehead, 2021 Engineering Graduate
Retired Agricultural Engineer, Obligated Engineer 1979
Adam Coombs, P.Eng
Christina Saimoto, P.Eng
Andrew Seeton, P.Eng., UBC BASc 2002, UBC MASc 2005
Gagandeep Kaur Arora, M.Eng., P.Eng., Ontario
Adrian Wattamaniuk, Undergraduate Electrical Engineering Student, Class of 2024
Jon Garvey, P.Eng, Obligated Engineer 2016
Vince Fagnan, CD, BEng, MA, MBA, Obligated Engineer 1988
Angelene Fajardo, E.I.T, 2022 Engineering Graduate
Rebecca Shortt, P.Eng., Obligated Engineer 1999
William Nuttle, PhD, PEng, Consulting Hydrologist
Cor-Paul Bezemer, PhD, Assistant Professor in Software Engineering, University of Alberta
Aimee Intac-Leung P.Eng, PMP Camp 8 Alternate Warden
Vincent McFarlane, PhD, Assistant Professor, Obligated Engineer 2011
Gregory Schellenberg, M.Sc., P.Eng. (MB), Obligated Engineer 2013
Neil J. McFarlane, P.Eng. (retired) Obligated Engineer 1979
Malcolm D. Imray, P.Eng., M.Eng., B.Sc., Obligated Engineer 1983
Michael Lipsett, PEng PhD, Prof. Mechanical Engineering, University of Alberta, Obligated
Engineer 1984 Camp 3, Warden Camp 6
Andrea Coli, P.Eng. Obligated Engineer 1995
Garrett Grant, P. Eng., Obligated Engineer 1993
Perry Hofbauer P.Eng, Principal Engineer, obligated 2011
Robert Giolti, ing. Montreal QC 1998
Paul Cobb, B.Eng. (2002)
Nathan Baugh, BASc, P.Eng.
Artur Gonçalves Formis, EIT Future Obligated Engineer 2023
Jeanette Southwood, FCAE, FEC, LL.D. (honoris causa), P.Eng., Vice President, Corporate
Affairs and Strategic Partnerships, Engineers Canada
Bogdan Gheorghe, Obligated Engineer 2005
Meaghan Phillips, BEng, Obligated Engineer 2018
Martha Hamre, P.Eng, University of Guelph 2018
Lauren Boudreau, E.I.T.

Michelle Liu, P.Eng, MAsC, LEED-GA, Chair of Waterloo Recent Engineering Alumni Council,
Candidate for JD & engineering PhD

Peggy Li

Robert Poisson, P. Eng., Consulting Engineer, Obligated Engineer 1991

Katharine Armstrong, 2023 Graduate

Glen Johnson, retired Petroleum Subsurface/Development Professional, Chem Eng 80

Michael Kardash

(last updated January 24, 11am MST)

Anonymous signatory count:

2

Signatures on this statement are closed.

See more on our current activities here: www.retoolthering.ca

Signatures d'appui sont fermés.

Voir plus ici: www.retoolthering.ca

Version tracking and details of edits.

Version 2 - Created on September 21, 2022 at 12pm MST

Under recommendation 1, the following (in yellow) was added

- **Specifically include** engineers who have been excluded from and negatively impacted by the existing ceremony (e.g. Indigenous people, women, people of colour, newcomers to Canada, **gender diverse folks, and other minority groups**) in the reenvisioning process.

Suivi des versions et détails des modifications

Version 2 créé le 21 septembre 2022 à 12h MST

Sous la recommandation 1, ce qui suit (en jaune) a été ajouté

- **Inclure spécifiquement**, dans le processus de mise à jour, des ingénieurs pouvant représenter des groupes qui pourraient être offensés par la cérémonie actuelle ou qui ont souffert d'impacts environnementaux ou sociaux de projets d'ingénierie dans le passé (par exemple, les autochtones, les femmes, les minorités visibles, les nouveaux arrivants au Canada, **les personnes de toutes identités ou expressions de genre, et autres groupes minoritaires**).

Briefing Note - Decision

SUPPORTING EVOLUTIONARY IMPROVEMENTS TO FARPACTA ADMISSIONS

Purpose: To pro-actively identify and detail improvements to PEO's upcoming new FARPACTA admissions processes.

Motion to consider: (requires a simple majority of votes cast to carry)

That ARC and ERC be asked to provide, capacity permitting, Council with demonstrations of, and principles and constraints behind, admissions models that maintain compliance with FARPACTA while removing barriers in the initial "P.Eng. only if you have B.Eng." admissions model.

Prepared By: Roydon Fraser, P.Eng., Ph.D., FEC, President-Elect

Moved By: Roydon Fraser, P.Eng., Ph.D., FEC, President-Elect

1. Need for PEO Action

This motion is a natural follow-on to the November Council meeting approving the IIDD identified B.Eng. as an equivalent to an engineering bachelor's degree in Canada.

If PEO wishes to protect the public interest by regulating professional engineering it must have an admissions process that does not have artificial barriers otherwise, no doubt, there will be an even larger number of unlicensed practitioners of professional engineering in Ontario and a continued erosion of industry's respect for the P.Eng.. Restricting a P.Eng. to those who only possess a B.Eng. not only inserts an artificial barrier to the P.Eng., it also contributes to a less inviting, less respecting of competency, less pride promoting, model of admissions. In order to be pro-active, recognizing that staff currently has its hands full with the "P.Eng. only if you have B.Eng." implementation of FARPACTA, and recognizing the admissions expertise on both ARC and ERC, ARC and ERC should not only continue work on possible improvements to the "P.Eng. only if you have a B.Eng." admissions model, but be encouraged by knowing that thier work is explicitly supported by Council by providing direction on possible product that would be useful for Council. To this end, if the capacity exists, ERC and ARC should be asked to try and provide Council with demonstrations of admission models that maintain compliance with FARPACTA while removing artificial barriers in the initial "P.Eng. only if you have B.Eng." model. Demonstrations similar to the demonstration PEO Council was presented of the "P.Eng. only if you have a B.Eng." model is one possible approach to the type of demonstration. Furthermore, in addition to the demonstrations it would be very valuable to know how well the models fit underlying admissions principles and constraints.

2. Proposed Action/Recommendation

- Report results of motion to ARC and ERC, and provide any response back to Council.
- Request expected timeline from ARC and ERC.

3. Next Steps (If motion approved)

Support ARC and ERC to follow through on motion to the extent possible within given resource limits.

4. Financial Impact on PEO Budgets (for five years)

Expect existing ARC and ERC budgets to be sufficient or mostly sufficient. Some additional cost to hold some meetings may be incurred for possible meetings outside of normal ARC/ERC meeting days, or for an additional volunteer attendee expert not on ARC/ERC.

5. Peer Review & Process Followed

- Councillor generated motion.
- ARC continues to work on possible FARPACTA satisfying future admissions models.

6. Appendices

N/A