



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

FEBRUARY 23, **2024**



INTRODUCTION

As Council holds its first meeting in 2024, let us all embrace the limitless possibilities of a new year as we embark on a journey fueled by innovation, collaboration and a shared commitment to excellence in regulation.

With a new year comes an updated operational plan. The 2023 Operational Plan under the 2023–2025 Strategic Plan was introduced to Council in March 2023 to help track our accomplishments. I am pleased to report that because of our dedicated efforts and effective collaboration, PEO successfully completed deliverables for all 23 initiatives in the 2023 operational plan. Selected highlights are provided in the following page.

STRATEGIC GOAL: IMPROVE LICENSING PROCESSES



2023 Highlights

PEO's new Licensing process:

- 95 per cent of applications received were acknowledged as complete within 10-day timelines;
- 99 per cent of P. Eng. and limited licence applications received a registration decision within FARPACTA-driven requirements;
- 99 per cent of registration decisions made within timelines for P.Eng. transfer applications;
- Implemented web portal enhancements and technical solutions in support of PEO's new FARPACTA-compliant licensing process;
- Webinar outlining new license application process and requirements attended by 6400 participants and over 9000 views of the recording;
- New forms and guides published in support of competency-based assessments; and
- Developed and implemented licensing operations dashboards.

Mandatory CPD:

- 76.5 per cent compliance for the Practice Evaluation and Professional Practice Module;
- Addressed over 9500 inquiries about PEO's PEAK program;
- Practice status terminology revised as of January 1, 2024; and
- ten communication updates provided as new PEAK content and changes were introduced.

STRATEGIC GOAL: OPTIMIZE ORGANIZATIONAL PERFORMANCE



2023 Highlights

- 2023–2025 Digital Transformation framework and roadmap developed and approved;
- Digital licenses introduced in June 2023;
- Digital volunteer recognitions badges introduced in fall 2023;
- Eight organizational-wide cyber security activities completed with over 93 per cent participation;
- PEO Council room audio-visual upgrade completed;
- Phase 1 of PEO's Statutory Committee Engagement project completed, with over 100 survey responses received;
- Design Thinking methodology introduced to support through innovative engagement and agile solutioning approaches;
- PEO Chapters Event Engagement model introduced at 2023 Chapter Leaders Conference and Government Liaison Program Training Summit;
- Implemented operational improvement to support continued strengthening of PEO's cybersecurity posture;
- Implemented 16 activities in support of PEO's Employee Engagement Action Plan; and
- EDI committee created; unconscious bias training completed.

STRATEGIC GOAL: IMPLEMENT GOVERNANCE IMPROVEMENT PROGRAM



2023 Highlights

- Comprehensive orientation plan developed in conjunction with internal outside presenters and delivered to councillors in advance of 2023–2024 Council kickoff;
- Streamlined Council manual approved by Council at March 2023 meeting;
- Council Governance scorecard approved by Council in November 2023;
- PEO leadership team scorecard implemented to support management oversight; and
- RFP process completed in support of chief elections officer role.

STRATEGIC GOAL: REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE



2023 Highlights

- Visioning Task force and workplan initiated per plan;
- 99 advisory group members identified;
- 10 advisory groups created;
- Steering Committee established in October 2023;
- 62 vision statements received; and
- Ranking of vision statements by advisory groups underway.

Figure 1: Highlights of Accomplishments from 2023 Operational Plan

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.



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2050 Vision Statement

The 2023–2025 Strategic Plan includes the goal of refreshing PEO's vision to ensure that stakeholders see value in PEO (see p. 5), which has significant and far-reaching impact. Initiative 4.3 in our 2024 Operational Plan is to develop a proposed vision statement for 2050. We launched this project last year, with the first round of consultations involving participation from 99 volunteer members across 10 advisory groups. Each advisory group developed proposed vision statements, which were further refined during a second round of consultations. A shortlist of 20 statements has been developed for further consideration. Ultimately, this initiative seeks to develop a long-term vision statement to sustain PEO until 2050. As I wrote in *Engineering Dimensions* last year, "[Change is] a continuous cycle of reflection, goal setting and action that allows us to achieve excellence. This is important to keep in mind because professional regulation is not static. Regulatory requirements change. So does the engineering profession, which is evolving exponentially." I look forward to continuing to work with staff, volunteers, stakeholders and Council to develop a long-term vision for PEO that reflects our regulatory mandate.

SPECIAL TOPICS

PEO's New Licensing Model is a Success

In 2023, PEO successfully introduced a licensing process that is more efficient, transparent and fair and complies with the provincial *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA). As noted further in this report (see p. 9), we have already approved the first applications under the FARPACTA-compliant licensing process—all of which have been processed to a registration decision within the prescribed six-month period. Moreover, we have been able to allow former applicants from the legacy licensing process who are interested to re-apply under our new licensing process—a move that is beneficial for candidates, employers and PEO.

The introduction of the FARPACTA-compliant licensing process created some unique complexities in relation to the existing legislative scheme. Notably, the voluntary engineering intern (EIT) program has been paused because of the statutory requirement that it could only be offered to those who had already applied for licensure. This is incompatible with a requirement to process completed applications within six months. Staff and Council recognized this impact, and PEO has continued to liaise with relevant stakeholders to develop principled options for Council's consideration. Staff and Council remain committed to continuing communication between PEO and our stakeholders as we work on alternatives to the suspended EIT program.

PEAK has Continued Improvements in Year Two

This is the second year of our mandatory continuing professional development (CPD) program, PEAK. As you'll read further below (see p. 18), PEAK is subject to continuous improvement and has been revised in response to stakeholder feedback in its initial year as a mandatory program. In January of 2024, as in 2023, all P.Eng. and limited licence holders for whom PEAK was mandatory were required to complete the first two elements. These two PEAK elements would take most licence holders less than an hour to complete. CPD remains a key part of PEO's commitment to excellence in professional regulation, and as PEAK becomes potentially enforceable this year, I will continue to make sure the program is fully understood and accessible by all licence holders before any enforcement action is taken.

OPERATIONAL PLAN STATUS REPORT

PEO’s 2023–2025 strategic plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In 2023, 23 planned initiatives were completed as part of the Operational Plan. These initiatives produced meaningful outcomes in support of PEO’s

journey of modernization and transformation and helped establish a foundation for advancing many other initiatives in 2024. This year, 21 initiatives are outlined in the 2024 Operational Plan, the majority of which have already been initiated.

Goals	Sub Goals	Activities	Status			
			NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible, and efficient application process	1.1.1 FARPACTA tech solution - Phase 1 & 2				
		1.1.2 FARPACTA process (licensing and compliance)				
		1.1.3 Change management and communications				
	1.2 Review licensing processes; implement changes	1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)				
	1.3. Ensure licensing reflects EDI values	1.3.1 EDI - Phase 1 (audit, supports)				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.1 Organizational EDI strategy				
		2.3.2 HR high performance team roadmap				
		2.3.3 Modernize payroll processes				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
2.3.6 Review financial controls						
2.3.7 Develop Customer Service Model						
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.2 Review/revise board orientation				
	3.2 Ensure committee/council evidence for decision-making	3.2.2 RM framework				
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)				
	4.2 Undertake research	4.2.1 Legislative/reg/legal review				
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision				
4.3.2 Post vision consultation						

Figure 2: Operational Plan Status Report as of February 2024.

Status Counts: 10% 81% 10% 0%

IMPROVING THE LICENSING PROCESS

1.2 Review Licensing Processes Implement Changes

2024 Targets

In 2024 we will conduct a lean assessment of Licensing operations to identify further opportunities for continuous process improvement. The assessment will evaluate both the legacy and FARPACTA-compliant licensing processes for the P.Eng., as well as the exam processes, seals and certificates of authorization. Additionally, our Licensing team will continue to complete activities under the Inventory Management Project.

Success Metrics

Success of the above targets will be evaluated as follows:

- The number and scope of improvement ideas identified from the lean assessment to ensure continued alignment of operational processes with FARPACTA requirements;
- All applicants accumulating their experience component of licensure and who have graduated over four years ago will be invited to complete a competency-based assessment (CBA); and
- We will achieve a reduction in wait times for Academic Requirements Committee and Experience Requirements Committee assessments.

OPTIMIZE ORGANIZATIONAL PERFORMANCE

2.2 Ensure adequate IT; data collection and management

PEO's Digital Transformation continues to be an important strategic focus for the organization as outlined in the framework below:

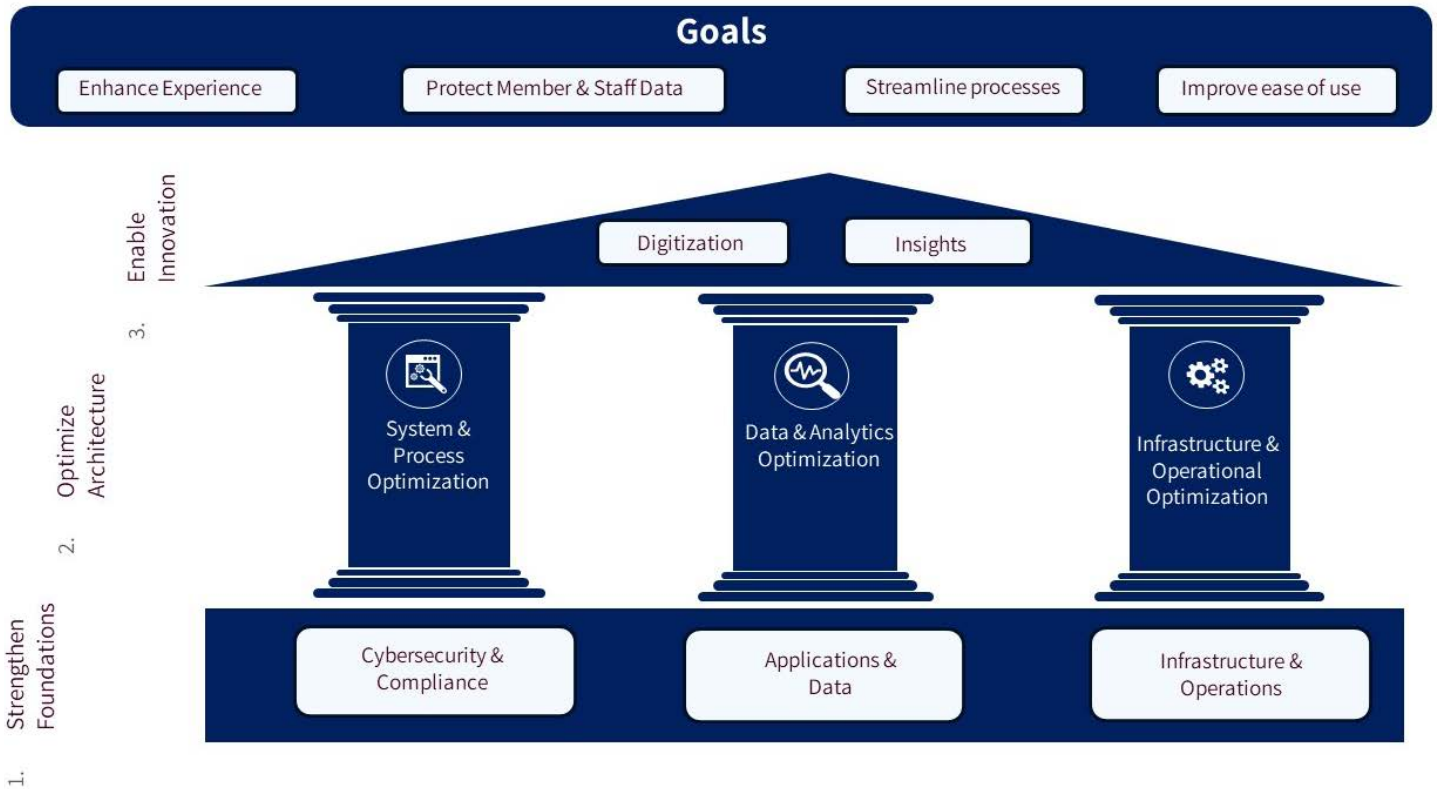


Figure 3: Digital Transformation

In support of this framework, key projects have been initiated to strengthen foundations, optimize system architectures and enable innovation. Selected projects include:

- Assessing and strengthening PEO’s websites to ensure compliance with relevant and appropriate standards and technology best practices;
- Strengthening our environments through activities, including enhanced staff awareness, and providing employees with the knowledge and skills to identify cybersecurity threats and promote

2.3 Review/improve communications and business processes

To help enhance the understanding and awareness of PEO’s mandate, we have launched a communications audit to ensure that:

- Communication strategies align with PEO’s goals and objectives;
- Key audiences are identified; and
- PEO’s communication channels, platforms and tools are optimized.

In practical terms, the audit will:

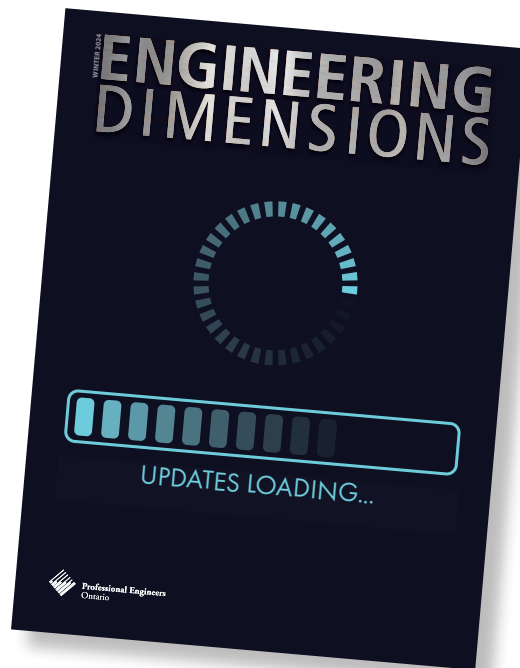
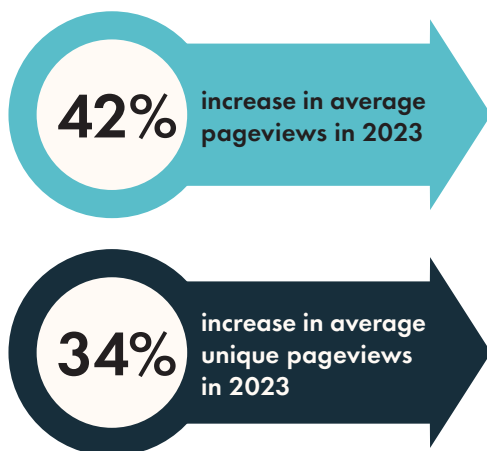
- Assess PEO’s current state of communication practices and processes;
- Uncover opportunities for improvement;
- Identify and address any communication gaps, barriers or issues; and
- Provide actionable recommendations to enhance external communication effectiveness.

a cybersecurity mindset. Monthly training modules have been very well received by staff, with completion rates of over 93 per cent; and

- The Technology team continues their commitment to optimizing IT services and infrastructure and applications to enhance member and customer experiences.

Numerous internal and external stakeholders will be invited to share their feedback on and expectations of PEO’s communications. These will include, among others, PEO staff, volunteers, councillors, licence holders, engineering partners, engineering deans and students and government officials

Further, *Engineering Dimensions* experienced a 42 per cent increase in average pageviews in 2023. Average unique pageviews were also improved by 34 per cent in 2023.





1175

At 60 chapter licence presentation ceremonies in 2023, 1175 new licence holders were presented with their licences.

REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE

4.1 Dialogue with Members and Stakeholders

PEO's 36 chapters are ambassadors for the engineering regulator across the province. They provide an important link between licence holders, EITs, staff and Council. Chapters perform a range of functions including organizing licence certificate ceremonies and hosting technical seminars, symposiums and other events. They also supply a valuable forum for members to exchange knowledge and ideas.

Chapters Event Engagement Model

The 2023 Chapter Leaders Conference and Government Liaison Program Training Summit were held in November 2023 in Toronto, ON. Along with President Roydon Fraser, I had the opportunity to welcome 150 volunteers during a keynote morning address. We acknowledged and thanked our volunteers for their contributions and roles as organizational and PEO ambassadors. It was also my pleasure to officially announce PEO's new Chapters Event Engagement Model, which includes plans for PEO staff to regularly attend chapter events across Ontario.

Chapter Events

In 2023, PEO Chapters held 60 licence presentation ceremonies for a cumulative 1175 new licence holders. Moreover, many chapter activities were supported by over 500 volunteers last year. I acknowledge and remain thankful for the contribution of PEO's many dedicated volunteers. The first quarter of the year is a busy time for chapters holding annual general meetings and licence certificate ceremonies. Additionally, chapters continue to offer continuing professional development and technical tour opportunities to their members and

engage with their local communities with educational outreach and community support.

Recognizing PEO's volunteers

The Ontario Volunteer Service Awards program, managed by the Ministry of Citizenship and Multiculturalism's Ontario Honours and Awards Secretariat, recognizes volunteers for providing committed and dedicated service to an organization. This year, PEO submitted 72 successful nominations ranging from 10 to 40 years of continuous service and representing PEO Council, 22 chapters and eight committees.

These volunteers, who have a combined 1170 years of service at PEO, will receive a personalized certificate and lapel pin acknowledging their years of service at a local award recognition ceremony. We are very proud to shine the spotlight on our remarkable volunteers, for their inspiring and noble work which enables the engineering profession in Ontario to thrive.

REGULATORY UPDATES

Key Insights from Dashboard (Licensing)

In May 2023, PEO launched its updated licensing process to meet FARPACTA requirements, which include acknowledging receipt of applications within 10 days and making a licensing decision within six months. Overall, the number of P.Eng. licences issued in 2023 was comparable to 2022. In addition, the overall number of applications increased by 6 per cent in 2023 compared to 2022. This was evident in December 2023, when PEO approved its first group of applicants approved for licensure in the FARPACTA-compliant process within the six-month registration timeline. Additionally, international applicants, who are currently completing the winter technical exams, can submit applications throughout early 2024. Provisional licence holders have been processed per PEO's Inventory Management Plan, and over 700 applicants previously accumulating experience and had been identified as strong candidates due to their engineering experience were invited to complete their CBA in the fall of 2023. Additional applicants who are close to completing the licensure process will also soon be invited to complete their CBA.



	2022	2023
Acknowledgment of complete applications within target (FARPACTA)–P.Eng. licence	N/A	35/35=100%
Registration decisions within target (FARPACTA)–P.Eng. Applications	N/A	9/9=100%
Licences issued–P.Eng. licence (in total including FARPACTA, pre-May 15 legacy, and transfers)	4511	4397

Figure 4: Key Insights from Scorecard (Licensing)



REGULATORY COMPLIANCE

Unlicensed Practice

Unlicensed Practice, formerly Enforcement, addresses issues pertaining to the practice of professional engineering or use of an engineering title without a valid PEO licence. Last year PEO successfully prosecuted five cases, resulting in restraining orders, also known as injunctions, and provincial offence convictions. Notably, the highest fine issued by the provincial offence courts in 2023 totaled \$50,000 against Jay HARDING for offering engineering inspection services of cranes and related lifting equipment without any qualifications.

Key Unlicensed Practice stats include:

796

files handled in 2023, up 36 per cent from 2022, due largely to the closing of legacy files and improved case management.

366

cases in 2023, up from 308 in 2022.

307

open files at the start of 2024, down from 417 at the same time in 2023.

COMPLAINTS

	2021	2022	2023
COC's Caseload			
Filed Complaints ¹ not disposed of by COC at previous year-end	103	105	120
Complaints Filed (PEA s. 24. 1(a)) during the Year	72	96	90
Total Caseload in the Year	175	201	210
Total Filed Complaints Disposed of by COC in the Year (for details see COC's Disposition of Complaints below)	70	81	50
Total Filed Complaints Pending for COC Disposition (for details see Status of Active Filed Complaints below)	105	120	160
COC's Disposition of Complaints			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (PEA s. 24. 2(a))	4	13	11
Direct that the matter not be referred. (PEA s. 24. 2(b))	38	35	30
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (PEA s. 24. 2(c))	28	33	9
COC's Timeliness Regarding the Disposition of the Complaint²			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of 91–180 days of filing	0	3	1
Complaint disposed of after more than 180 days of filing	70	78	49
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo. rolling avg.)			
Average # Days	535	554	509
Minimum # Days	251	154	176
Median # Days	446	414	427
Maximum # Days	1245	1766	1761

¹Signed Complaint Form filed with the registrar.

²Days from Complaint Filed to date COC Decision is signed by COC chair.

Figure 5: Complaints and Investigation Statistics

		160
Complaints filed more than 180 days ago	103	103
Pending Approval and Reason regarding COC Decision	66	
Complaints under active consideration by COC	20	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	17	
Complaints filed 91 – 180 days ago	35	35
Pending Approval and Reason regarding COC Decision	3	
Complaints under active consideration by COC	1	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	31	
Complaints filed within the past 90 days	22	22
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	22	

Figure 6: Status of Active Filed Complaints

Review by Complaints Review Councillor (PEA s. 26. (s))

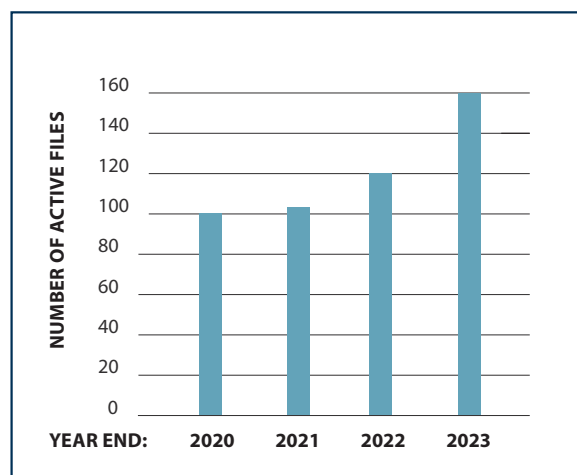
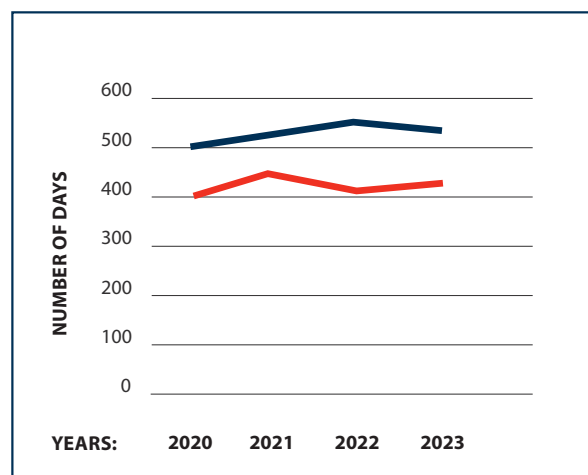
According to the Act, where a complaint concerning a member of PEO or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee (COC) **within 90 days** after the complaint is filed with the registrar, upon application by the complainant or on his or her own initiative, the complaints review councillor may review the treatment of the complaint by the COC.

Glossary of Terms

Complaint Filed–Signed Complaint Form filed with the registrar.

Investigation Complete–Investigation Summary document prepared and complaint file ready for COC consideration.

Complaints and Investigation Statistics as of December 31, 2023



— AVERAGE # DAYS
— MEDIAN # DAYS

Figure 7: Complaint File Processing Times, 2020–2023

Figure 8: Number of Active Files Year End 2020–2023

FINANCE

For the 11 months ending November 30, 2023, revenues earned were \$33.6 million, and expenses incurred were \$29.3 million, resulting in an excess of revenue over expenses of approximately \$4.3 million, as shown in Figure 9. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$4.1 million is largely attributable to a higher-than-expected investment income, an increase in P. Eng applications, registration and exam revenues and due to affinity revenues, which PEO has started receiving from this year onwards.

Expenses for the 11 months totalled \$29.3 million in 2023, compared to \$26.3 million for the same period in the prior year. The increase in expenses is mainly due to higher spend on staff salaries and benefits, legal (corporate, prosecution and tribunal) expenses, contract staff and chapters.

Figure 10 shows cash reserves of approximately \$10 million and an investment portfolio of \$28.7 million as of November 30, 2023, in comparison to cash reserves of \$7.6 million and an investment portfolio of \$27.3 million, respectively as of November 30, 2022.

	2023 Actual	2022 Actual	Variance
TOTAL REVENUES	\$33,616,902	\$29,489,198	\$4,127,704
Operations expenses	\$26,471,234	\$23,535,047	-\$2,936,187
Special project exp	\$2,877,978	\$2,748,046	-\$129,932
TOTAL EXPENSES	\$29,349,212	\$26,283,093	-\$3,066,119
Excess of Rev over Exp	\$4,267,690	\$3,206,105	\$1,061,585

Figure 9: Revenues and expenses as of November 30, 2023

	2023 Actual	2022 Actual	Variance
Cash	\$9,986,308	\$7,631,710	\$2,354,598
Other current assets	\$700,905	\$619,428	\$81,477
Marketable securities	\$28,721,816	\$27,352,258	\$1,369,558
Capital assets	\$27,323,880	\$28,497,236	-\$1,173,356
Total assets	\$66,732,909	\$64,100,632	\$2,632,277
Current liabilities	\$14,999,471	\$14,638,475	-\$360,996
Long term debt	-	\$453,649	\$453,649
Employee future benefits	\$13,260,100	\$11,314,683	-\$1,945,417
Net assets	\$38,473,338	\$37,693,825	\$779,514
Total liabilities & net assets	\$66,732,909	\$64,100,632	\$2,632,278

Figure 10: Assets and liabilities as of November 30, 2023

Remissions and Resignations

The data in Figures 11 and 12 show the monthly breakdown of the number of members seeking fee remission in 2023 and 2022, respectively. In 2023, the average monthly number of members seeking remissions as of November 30, 2023, is 251, in comparison to 229 for 2022.

2023 compared to 113 resignations in 2022. This increase primarily resulted in an overall decrease in the number of P.Engs by 749. As of November 30, 2023, the total number of P.Engs is 87,138, in comparison to 87,887 members reported on November 30, 2022.

As can be seen in Figures 11 and 12, there was an increase in the average number of resignations, an average of 206 resignations in

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	22	14	11	16	18	10	12	14	26	13	20		176	16
Postgraduate	4	4	9	9	8	2	3	8	7	10	9		73	7
Unemployment	134	78	121	126	128	83	108	134	100	116	125		1253	114
Temporary health	4	1	3	4	4	5	5	2	0	0	3		31	3
Permanent health	9	7	4	6	3	2	4	6	3	6	13		63	6
Retired	133	118	99	68	110	88	80	79	90	107	197		1169	106
Total	306	222	247	229	271	190	212	243	226	252	367		2765	251
Cumm. Total	306	528	775	1004	1275	1465	1677	1920	2146	2398	2765			
Resignations	362	226	188	268	180	190	155	136	218	203	137		2263	206

Figure 11: Remissions and Resignations Stats for 2023

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	12	171	14
Postgraduate	7	8	5	12	14	4	6	2	8	13	6	3	88	7
Unemployment	161	106	146	142	113	107	104	129	109	124	116	83	1440	120
Temporary health	7	4	3	5	5	7	4	0	2	1	2	5	45	4
Permanent health	2	1	9	4	3	1	2	9	3	3	5	3	45	4
Retired	84	99	88	51	80	76	47	93	90	56	93	101	958	80
Total	275	228	271	227	236	208	171	250	227	207	240	207	2747	229
Cumm. Total	275	503	774	1001	1237	1445	1616	1866	2093	2300	2540	2747		
Resignations	111	79	90	79	108	95	77	110	141	84	159	222	1355	113

Figure 12: Remission and Resignation Stats for 2022

CUSTOMER SERVICE

In 2023, PEO’s customer service team was introduced to support first-level resolution of common inquiries from licence holders, potential applicants and others. Throughout the year, 74 per cent of inquiries were received via email, 25 per cent through phone calls and 1 per cent from walk-in visits. Over 94 per cent inquiries were directly resolved by the team in a timely and effective manner. The team responded to a wide range of inquiries, including support for technical issues, PEO’s new licensing process and the PEAK program.

Operational oversight for customer service functions is supported through an analytics dashboard, which in 2024 will include additional metrics and reporting capabilities. As of this month, the customer service team will solicit customer feedback via a brief engagement and satisfaction survey. This formalized process for collecting feedback will support further advances in overall customer experience and query resolution.

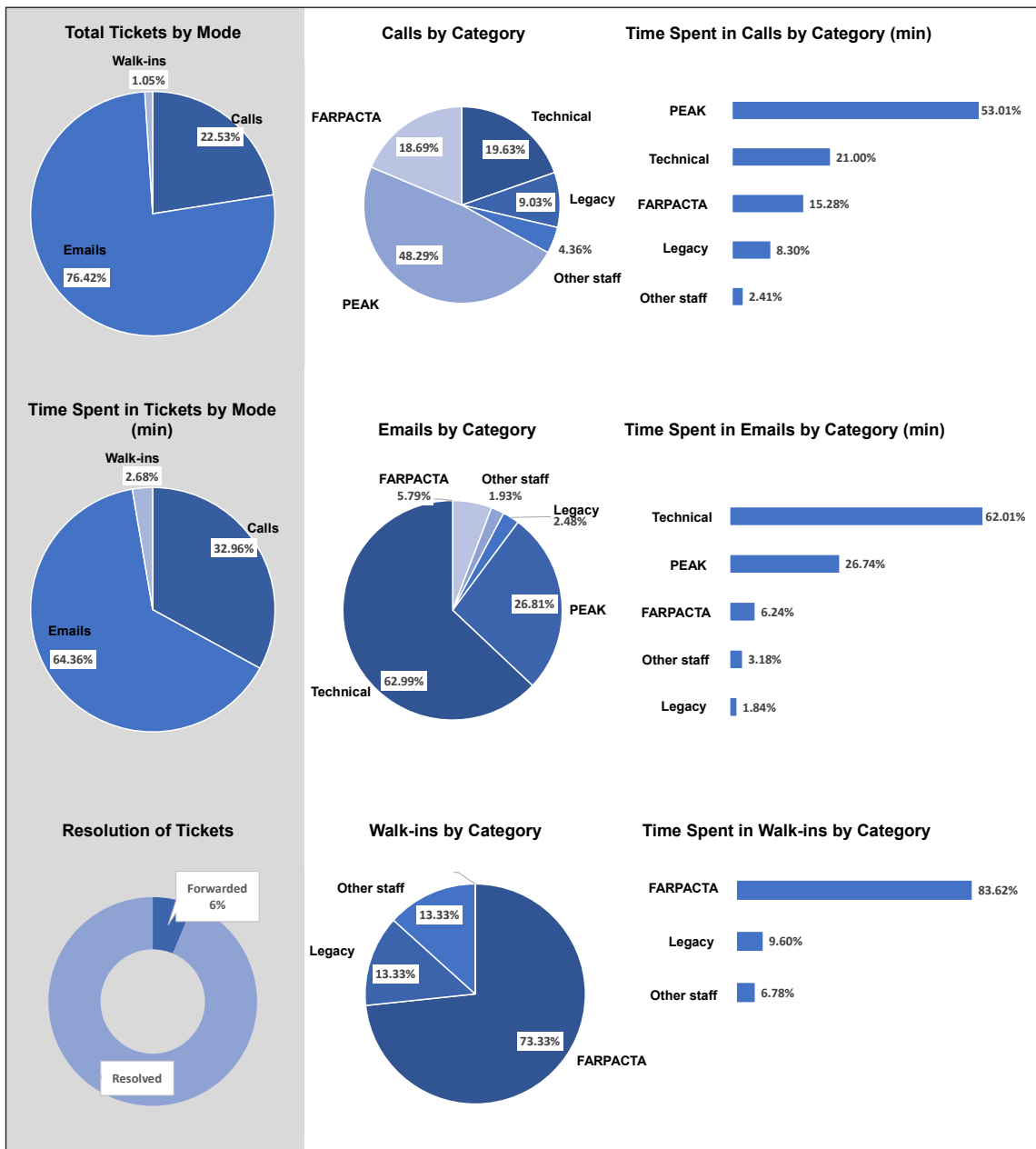


Figure 13: Customer Service Dashboard, December 2023



COUNCIL GOVERNANCE SCORECARD

In alignment with our strategic objective of implementing a governance improvement program, we are delighted to introduce PEO's Governance Scorecard, which reports on 12 quantitative indicators aligned to PEO's core functions of Regulatory Operations, Policy, Finance, and Strategy and Organizational Culture.

The Governance Scorecard will help staff and Council track operational activities and priorities throughout 2024 that align with PEO's 2023–2025 Strategic Plan. Governance scorecards are an important part of management and oversight processes to ensure alignment of operational activities with strategic plans.

The scorecard in Figure 14 reports on 2023 and indicates our targets and thresholds. Eight indicators are reporting as green for favourable against their target, one indicator is reporting as yellow for slightly below target, and one indicator is reporting as red for below target. Two indicators are reporting as grey, as their targets were in development in 2023.

PROFESSIONAL ENGINEERS ONTARIO GOVERNANCE SCORECARD

#	Indicator Name	Operational Definition	Reporting Frequency	Category	Status	Desired Direction	2023 Target	2023 Threshold	2023 Value
1	Acknowledgment of Complete Applications Within Target (C), (F)	Number of received applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Quarterly	Regulatory Operations		↑	90%	80%	95%
2	Registration Decisions Within Target (C), (F)	Number of P.Eng. and Limited Licence applications for whom a registration decision is made within the required timeframe divided by all registration decisions made during the reporting period.	Quarterly	Regulatory Operations		↑	90%	80%	99%
3	Registration Decisions Within Target (C), (F) – P.Eng. Transfers	Number of registration decisions made within 30 days for the P. Eng. transfer applications divided by all registration decisions received during the reporting period.	Quarterly	Regulatory Operations		↑	100%	90%	99%
4	Mandatory PEAK Compliance Rate (C)	Compliance rate, expressed as a percent, for elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Annually	Regulatory Operations		↑	N/A	N/A	76.5%
5	30x30 Licensure Rate (C)	Number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers.	Annually	Policy		↑	30.0%	20.0%	18.4%
6	Updated Standards and Guidelines (C)	The percent of standards, guidelines and policies reviewed within the last five years.	Annually	Policy		↑	N/A	N/A	N/A
7a	Year to Date Budget Variance (C)	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Annually	Finance and Strategy		↑	0%	-10%	14.71%
7b		The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.				↓			10.09%
8	Days Cash on Hand (C)	This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Quarterly	Finance and Strategy		↑	180	90	497
9	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Annually	Finance and Strategy		↑	90%	80%	100%
10	Employee Engagement Rate (C)	Engagement score is calculated by adding the agree and strongly agree scores and dividing it by the number of questions.	Annually	Organizational Culture		↑	70%	68%	76%
11	Staff Turnover (C)	The number of full-time, permanent employees who left PEO, divided by the average number of employees within the same year, multiplied by 100.	Annually	Organizational Culture		↓	15%	18%	9.8%
12	Year-End Performance Review Completion (C)	The number of completed performance management forms completed by December 31 divided by the total number of eligible employees.	Annually	Organizational Culture		↑	99%	95%	100%

Legend

Status Definitions

- Performance on target
- Performance slightly below target
- Performance significantly below target
- Target development in progress

Notes

- 1) Indicators required under FARPACTA legislation are identified with an (F) label
- 2) Indicators reported to Council are identified with a (C) label
- 3) Interim values provided for any text in *italics*. Finalized values to be provided in a future report

Figure 14: Council scorecard

CONTINUING PROFESSIONAL DEVELOPMENT

PEO launched the mandatory PEAK program on January 1, 2023. The program entered its second year last month, and we are committed to enforcing PEAK starting this year. Enforcement will eventually include administrative licence suspensions for non-compliance, as well as an audit program to ensure licence holders are completing PEAK correctly. We will adopt a remedial approach that focuses on helping licence holders comply and resume compliance quickly and easily. Details about the operational rules and procedures will be provided as they become available.

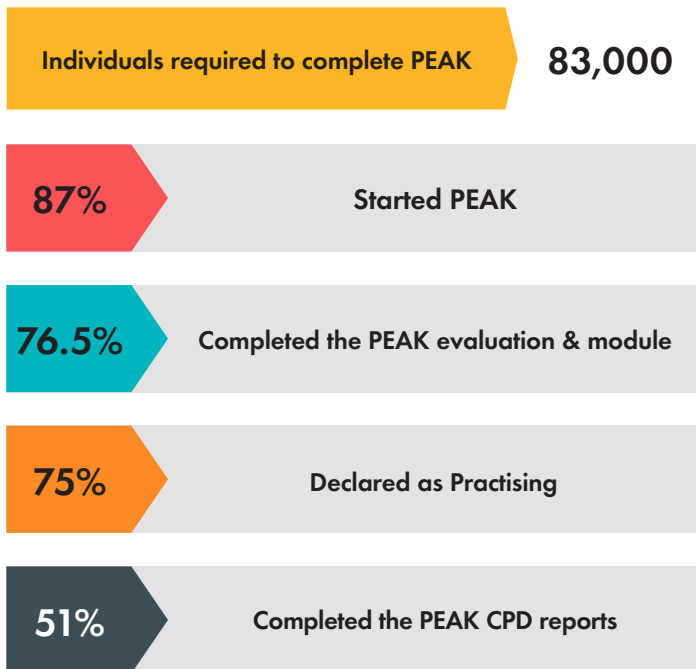
New PEAK introductions this year include:

- Exempting licence holders enrolled in fee remission—97 per cent of whom are retired—from completing PEAK;
- Revised licence status terminology to “eligible to practise” and “not currently eligible to practise” to better reflect the statuses of our licence holders;

- Expanding the criteria for admissible CPD to include both core engineering learning and supplementary learning. Details are available on the PEAK [web page](#); and
- Releasing the second PEAK module and will soon begin developing the third PEAK module, which will be released in 2025.

We are committed to educating licence holders about their annual, mandatory PEAK requirement. We also continue to support licence holders in fulfilling their CPD obligations through the PEAK web page, social media postings, trailer video, webinar recording (coming soon) and user guide (coming soon), as well as reminder emails and PEO’s customer service team.

As of December 31, 2023



As of January 28, 2024

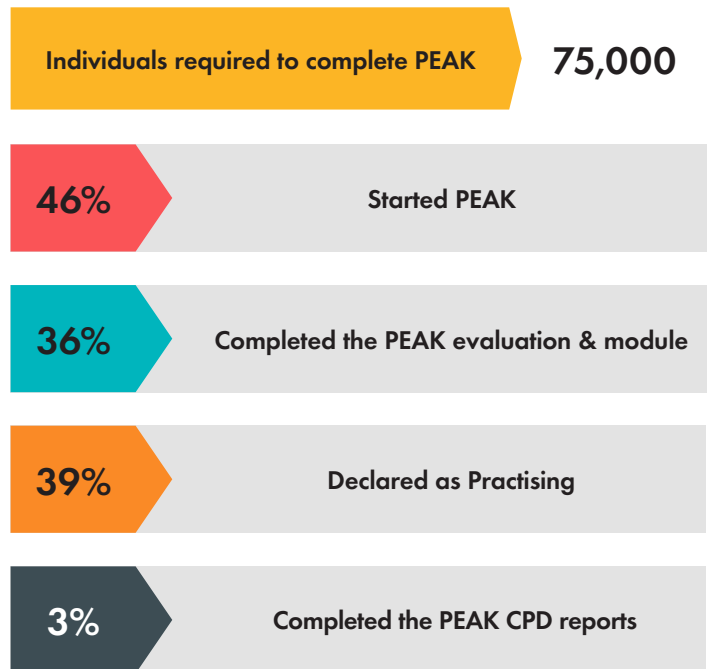


Figure 15: PEAK numbers January 2023, compared to January 2024.



PEOPLE AND CULTURE

Equity, Diversity and Inclusion (EDI)

PEO launched its inaugural internal EDI committee with a mandate of promoting a culture of belonging and fairness. The committee will work with the executive leadership team to roll out various initiatives in 2024 and build on initial successes from 2023. The first initiative in 2023 was unconscious bias training for employees and managers throughout the month of December. A total of 78 per cent of employees attended the training, with an additional session offered in 2024 for all remaining staff.

Indigenous Representation at PEO

PEO has partnered with Indigenous and Community Engagement Inc. (ICE) to support the higher representation of Indigenous Peoples in engineering. Indigenous Peoples represent 2.35 per cent of the province's workforce but account for only 0.65 per cent of licensed engineers in Ontario. ICE is looking at PEO's licensing process and internal operations to assess the organization's practices. ICE's work to date includes research on:

- Other engineering organizations in Canada (September 2023);
- Reconciliation efforts of similar STEM-related professional associations and regulators (September 2023);

- Relevant recommendations from the United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and National Inquiry into Missing and Murdered Indigenous Women and Girls (October 2023);
- Interviews with nine Indigenous-identifying people and regarding their challenges and opportunities (November 2023); and
- A two-week survey launched in January 2024 to gather feedback from Indigenous engineers and Indigenous Peoples pursuing their P.Eng. in Ontario.

The next steps include:

- Summarizing the findings of the surveys (February 2024);
- Delivering two focus groups (February and March 2024) to further explore possible recommendations; and
- A final report (April 2024) with specific recommendations.

Employee Engagement Action Planning

In September 2023, PEO launched its annual employee engagement survey and achieved a score of 76 per cent, representing an increase of 8 per cent from 2022. Moreover, participation in the 2023 survey increased by 20 per cent compared to 2022.