



**Professional Engineers
Ontario**

Council Meeting

516th Meeting of Council
of Professional Engineers Ontario

to be held on
Friday, February 2, 2018
7:45 – 8:45 a.m. – breakfast
9:00 a.m. – 4:00 p.m.

PEO Council Chambers
8th Floor
40 Sheppard Avenue West
Toronto, Ontario

Briefing Note - Decision

C-516-1.1

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-516-1.1, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

Prepared by: Dale Power, Secretariat Administrator

Appendices:

- Appendix A – 516th Council meeting agenda



C-516-1.1
Appendix A

Agenda

516th Meeting of the Council Professional Engineers Ontario

Date: Friday, February 2, 2018
Time: Friday – 9:00 a.m. – 4:00 p.m.
Place: PEO Offices – 8th Floor Council Chambers **OR** Dial-in: 1-888-866-3653
 40 Sheppard Avenue West Participant Code: 9394319#
 Toronto, Ontario

Friday, February 2nd – 9:00 a.m. – 4:00 p.m.

CALL TO ORDER			
1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS		Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
2. PRIORITY ITEMS		Spokesperson/ Moved by	Type
2.1	BYLAW CHANGES TO SET FEES	Councillor Bellini	Decision
2.2	PLAN TO ADDRESS BUDGET ISSUES	Councillor Turnbull	Decision
2.3	COMMITTEES AND TASK FORCES POLICY – COUNCIL LIAISON COMMITTEE MEMBERSHIP RIGHTS	Past President Comrie	Decision
2.4	FEE MEDIATION COMMITTEE EXEMPTION – TERM LIMIT ISSUE	President-elect Brown	Decision
2.5	POLICY – REGULATORY COMPLAINTS AGAINST PEO VOLUNTEERS AND PROFESSIONAL STAFF	Councillor Bellini	Decision
2.6	RESILIENCY REPORT	Vice-President Hill	Decision
2.7	COUNCIL COMPOSITION TASK FORCE REPORT	Councillor Kirkby	Decision
2.8	2018 ENGINEERING DIMENSIONS – DIGITAL EDITION DEFAULT SETTING	Councillor Reid	Decision
2.9	NEW GUIDELINE - ASSUMING RESPONSIBILITY AND SUPERVISING ENGINEERING WORK	Councillor Wesa	Decision
2.10	APPROVAL OF ENGINEERS, ARCHITECTS AND BUILDING OFFICIALS (EABO) TERMS OF REFERENCE	President-elect Brown	Decision

2.11	COMMITTEE/TASK FORCE TERMS OF REFERENCE	Councillor Bellini	Decision
2.12	COMMITTEE/TASK FORCE WORK AND HR PLANS	Councillor Bellini	Decision
2.13	30 BY 30 TASK FORCE TERMS OF REFERENCE	Vice-President Hill	Decision
2.14	PEO RESPONSE TO THE OSPE AND CEO LETTERS REGARDING THE GLP 2.0 IMPLEMENTATION PLAN	Councillor Turnbull	Decision
2.15	PEO SYLLABI	Councillor Fraser	Decision
2.16	CHANGES TO THE 2018 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Bellini	Decision
2.17	STATUS UPDATE FOR GUIDELINE FOR PERFORMANCE AUDIT AND RESERVE FUND STUDIES FOR CONDOMINIUMS	Councillor Wesa	Information
2.18	BOARD COMMITTEE APPOINTMENT PROCESS REVIEW	Scott Clark	Information
3. <u>CONSENT AGENDA</u>		Spokesperson/ Moved by	Type
3.1	MINUTES – 250 TH EXECUTIVE COMMITTEE MEETING	Chair	Decision
3.2	OPEN SESSION MINUTES – 515 TH COUNCIL MEETING – NOVEMBER 17, 2017	Chair	Decision
3.3	STANDING DOWN THE NATIONAL FRAMEWORK TASK FORCE	Councillor Bellini	Decision
3.4	STANDING DOWN THE REMOVAL OF THE INDUSTRIAL EXCEPTION TASK FORCE	Councillor Houghton	Decision
4. <u>IN-CAMERA</u>		Spokesperson/ Moved by	Type
4.1	MINUTES – 250 TH EXECUTIVE COMMITTEE MEETING	Chair	Decision
4.2	IN-CAMERA MINUTES – 515 TH COUNCIL MEETING – NOVEMBER 17, 2017	Chair	Decision
4.3	REGULATION AMENDMENT – COUNCIL TERM LIMITS	Councillor Bellini	Decision
4.4	REGULATION AMENDMENT – FEES REMOVAL AND MINOR HOUSEKEEPING	Councillor Bellini	Decision
4.5	APPROVAL OF WOLFE-SMITH AWARDEES	President Dony	Decision
4.6	HRC UPDATE	President Dony	Information
4.7	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.8	LEGAL UPDATE	Linda Latham	Information
4.9	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
5. <u>INFORMATION ITEMS</u>		Spokesperson/ Moved by	Type
ONGOING ITEMS			

5.1	RISK REGISTER	Registrar McDonald	Information
5.2	PUBLIC INFORMATION CAMPAIGN (PIC) TF UPDATE	Vice-President Spink	Information
5.3	LEGISLATION COMMITTEE UPDATE	Councillor Bellini	Information
5.4	OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE	President Dony	Information
5.5	ENGINEERS CANADA UPDATE	Chris Roney	Information
5.6	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.7	GOVERNMENT LIAISON COMMITTEE UPDATE	Councillor Turnbull	Information
5.8	PROFESSIONAL STANDARDS COMMITTEE UPDATE	Councillor Wesa	Information
5.9	COUNCILLOR ITEMS	Chair	Information

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]

2018 Council Committee Meeting/Mailing Schedule

2018 Council Mailing Schedule

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/Staff	Initial Agenda Mailing Date	Supp. Agenda ¹ Due Date	Supp. Agenda Mailing Date
251	Executive	Jan. 16	Dec. 27	Dec. 29	Jan. 2	Jan. 4	Jan. 9
516	Council	Feb 1-2	Jan. 12	Jan. 16	Jan. 19	Jan. 23	Jan. 26
517	Council	March 22-23	March 2	March 6	March 9	March 13	March 16
518	Council	April 21 ²	March 30	April 4	April 6	April 10	April 13

¹ - requires the approval of the Chair or Registrar

² - new Councillors to be invited as soon as information is available

Upcoming Events

Date	Event	Location
Friday, April 20, 2018	Volunteer Leaders Conference Order of Honour Gala	Westin Harbour Castle, Toronto, Ontario
Saturday, April 21, 2018	Annual General Meeting	Westin Harbour Castle, Toronto, Ontario
May 31 – June 2, 2018	Council Retreat	Delta Kingston, Kingston

Briefing Note – Information

C-516-1.2

PRESIDENT'S/REGISTRAR'S REPORT

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

Motion(s) to consider:

none required

President Dony and Registrar McDonald will provide oral reports on their recent PEO activities.

Briefing Note–Decision-By-Law Change

C-516-2.1

BY-LAW CHANGES TO SET FEES

Purpose: To approve changes to By-Law No. 1 to establish all fee amounts currently contained in Regulation 941.

Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)

That Council approve changes to By-Law No. 1 to establish fee amounts currently contained in Regulation 941, and various updated references as presented to the meeting at C-516-2.1, Appendix A, to take effect immediately when passed.

[These changes to the Regulation are made under the authority of Section 8(1) para. 16 of the *Professional Engineers Act*]

Prepared by: Jordan Max, Manager, Policy, Tribunals & Regulatory Affairs Department

Moved by: Christian Bellini, P.Eng., Chair, Legislation Committee

1. Need for PEO Action

- With the Legislature's recent passage of changes to section 8(3) of the *Professional Engineers Act* to return the by-law confirmation threshold to its pre-2010 level of majority of the members voting, Council is being asked to proclaim changes to the Act it had requested and which were passed in 2010 under the *Open for Business Act*. These proclamations to revoke section 7(1)25 and to proclaim changes to section 8(1)16 of the *Professional Engineers Act* transfer Council's authority to set fees from regulation-making to passing by-laws and may be found in Appendix B. They require Council to consequently amend Regulation 941 to remove all prescribed fees and to refer instead to fees as specified in the by-law at the same time as setting all fees and their payment timing in By-Law No.1.
- The proposed by-law changes are meant to be made in concert with the Regulation changes removing fees (see Briefing Note C-516-4.4). The by-law changes are a straight clause-for-clause addition of existing fees in Regulation to the by-law, without changing amounts, and do not affect PEO policy concerning fees and processes. The requirement for paying fees for a regulatory purpose remains in Regulation 941. PEO has not increased its fees since 2009, and though it may wish to do so in the future to keep pace with inflation and the costs of administering its regulatory mandate in the Act, PEO has not made plans to raise fees at this time.
- The Legislation Committee has reviewed drafts of the By-Law prepared by Richard Steinecke. In the course of its work, the Legislation Committee took note of Council's September 2017 approval of changes requested by the Regional Councillors Committee to update the by-law's references to `engineer-in-training`, and identified several other outdated titles and terms in the by-law. The Legislation Committee is satisfied with the by-law changes.

2. Proposed Action / Recommendation

- That Council approves the changes to By-Law No. 1, effective immediately. The changes are as follows:
 - Section 39 is revoked and replaced with a listing of fees for Licence Fees, Limited Licence Fees, Provisional Licence Fees, Temporary Licence Fees, Engineering Intern Fees, Reinstatement Fees, Fee Remission, Consulting Engineer Fees, Certificate of Authorization Fees, Examination Fees, and Seal Fees
 - Section 5, which refers to “engineer-in-training” is revoked and section 40(a) replaces “engineers-in-training” with “engineering interns”
 - Sections 9, 34, 41, 43, 45(a), 45(b), and 54 update the staff titles of “treasurer”, “registrar and CEO”, deputy registrars’ and other senior directors’ titles
 - Section 38 replaces “Canadian Council of Professional Engineers” with “Engineers Canada”, its new legal name since December 31, 2013.
 - Section 51 replaces the term “Members’ Equity” with “changes in net assets”.
 - Section 58 updates the member by-law confirmation threshold with the recent Act change to section 8(3) [“majority of the members who vote on the by-law”]

3. Next Steps (if motion approved)

- Following Council’s approval of By-law changes to add all fees, the by-law is effective immediately and the by-law will be reprinted and posted on the website and in Engineering Dimensions. Since the By-Law changes do not amend the fee amounts, there are no implementation issues.

4. Policy or Program contribution to the Strategic Plan

- These changes to By-Law No. 1 (matching the fees removal from Regulation 941), will, by giving PEO more control over fees, enable it to meet its regulatory mandate under the *Professional Engineers Act*.

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

- There are no additional operating nor capital costs for passing this By-Law change, as there are no changes to any current fee amounts. The revised By-Law will be posted on PEO’s website.

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	These Regulation changes will not impact PEO’s budget.
2 nd	\$0	\$0	
3 rd	\$0	\$0	
4 th	\$0	\$0	
5 th	\$0	\$0	

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• At its 461st meeting on April 16, 2010, Council approved 66 amendments to the <i>Professional Engineers Act</i> through the <i>Open for Business</i> initiative. One of these amendments concerned the transfer of powers for specifying all fees in regulations to by-laws. The rationale for this proposal is found in Appendix C. At that meeting, Council approved the following motion for moving fees from Regulation to By-Laws as part of the Open for Business initiative: “5. Provide the authority for Council to establish all fees and prescribe them in PEO’s bylaws. (see proposal # 6) 6. Provide the ability for Council to approve bylaws that are effective without member confirmation, while maintaining the ability for Council to seek member confirmation before a bylaw is effective if it so chooses.”• This change was made to the <i>Professional Engineers Act</i> when the <i>Open for Business Act, 2010</i> received Royal Assent on October 25, 2010 but not was not proclaimed at that time.• At its September 2010 meeting, Council approved the following motions “That: a) Council approve the Consultation Plan for a draft by-law with respect to when member confirmation of by-laws would be required (C-465-4.1, Appendix B); and b) a draft by-law based on the results of the consultation be presented to Council for consideration at its November 2010 meeting.• At its November 2010 meeting, Council approved the following motions: “That Council be responsible for passing by-laws, and will seek member confirmation of any changes that Council deems significant.” “That By-Law No. 1 be amended by enshrining into the By-Law the requirement for Council to seek member confirmation for annual fees for licence holders.” “That By-Law No. 1 be amended by:<ul style="list-style-type: none">a) deleting section 56 in its entirety and replacing it with the following: 56- The regulations may be altered or revoked and new regulations may be passed by the Council from time to time in accordance with and subject to the provisions of section 7 of the Act.b) creating a new section 57 to read as follows: 57. The by-laws may be altered or revoked and new by-laws may be passed by the Council from time to time in accordance with and subject to the provisions of section 8 of the Act.c) creating a new section 58 to read as follows: 58. In accordance with section 8(3) of the Act, Council shall determine the manner in which a by-law is to be confirmed by a majority of the members of the association;d) creating a new section 59 to read as follows: 59. Council shall seek confirmation by the members of the association of a by-law passed by the Council pursuant to the Act pertaining only to annual fees for licence holders; and3. Re-numbering section 57 to section 60.
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	<ul style="list-style-type: none"> • In January 2011, the by-law changes approved by Council in November 2010 were put to a membership vote as part of the 2011 Council Elections, and were confirmed. By-Law No. 1 was revised accordingly in February 2011. • Staff supporting the Legislation Committee have continuously monitored the outstanding proclamations since 2011, and identified the opportunity to proclaim the changes to section 8(1)16. of the Act. • Staff had determined that the new by-law confirmation threshold (majority of the members) was unworkable and unlikely to ever produce a change to the annual member’s fee, therefore presenting a revenue problem for PEO. At its 504th meeting, Council approved the policy intent to change the by-law confirmation threshold in section 8(3) of the Act from “a majority of the members” to “a majority of the members voting” on February 5, 2016 in the following motion: 4.3c Lowering of Threshold for By-Law Confirmation by Members “That Council approves the policy intent to amend section 8(3) of the Professional Engineers Act to allow bylaws as specified and approved by Council to be confirmed by a majority of members voting.” • This policy intent was forwarded to the Attorney General and was included in Schedule 34 of Bill 177, the <i>Stronger, Fairer Ontario Act (Budget Measures), 2017</i>, which became effective on receiving Royal Assent on December 14, 2017. • Over the past year, staff worked with Richard Steinecke, of Steinecke, Maciura, Leblanc to draft and finalize the By-Law changes in concert with the Ministry of the Attorney General’s drafting of complementary changes to Regulation 941. This included updating titles and terms, but did not include any policy changes or changes to the fee amounts in the Regulation. • In September 2017, Council passed the following motions that concerned the references to engineers-in-training in the By-Law: <ul style="list-style-type: none"> • That Council: <ol style="list-style-type: none"> a. Approve Regional Councillors Committee (RCC) policy intent document for By-law No. 1 changes, as presented to the meeting at C-514-2.10, Appendix A. b. Direct the Legislation Committee (LEC) to begin work on amending the language of PEO By-law No. 1 to accommodate RCC’s policy intent, thus alleviating the conflict with the Chapter By-laws. • The Legislation committee subsequently added those changes to the re-drafting of By-Law No. 1. • The Legislation Committee reviewed the draft By-law at its January 12, 2018 meeting and approved the final version subsequently.
Council Identified Review	<ul style="list-style-type: none"> • As this is an implementation of a prior-approved Council motion, and proclamation of an already-approved legislation change, no additional stakeholder consultation or review is required.
Actual Motion Review	<ul style="list-style-type: none"> • The motion was reviewed by the Legislation Committee at its January 12, 2018 meeting and approved.

7. Appendices

- Appendix A – Draft By-Law Changes
- Appendix B – Excerpts of the *Professional Engineers Act* and By-Law No. 1
- Appendix C – Extract of *Open for Business Act* Proposals (C461-3.1 Appendix B)

PEO Proposed New Fee By-laws (with Housekeeping Changes)

Motion

That Council makes the following by-laws which will take effect immediately when passed:

Section 5 of By-Law No. 1 is revoked.

Section 9 of By-law No. 1 is amended by replacing “treasurer” with “director, finance”.

Section 34 of By-law No. 1 is amended by replacing “treasurer” with “director, finance”.

Section 38 of By-law No. 1 is amended by replacing “Canadian Council of Professional Engineers” with “Engineers Canada”.

Section 39 of By-law No. 1 is revoked and replaced with the following:

Fees General

39.(1) Unless otherwise stated, fees including applicable taxes shall be paid on the date specified by the Council.

Licence Fees

(2) An applicant for a licence shall pay an application fee of \$300.

(3) A person whose application for a licence has been accepted shall pay a registration fee of \$250.

(4) Subject to Section 39(5), a holder of a licence shall pay an annual fee of \$220 payable upon registration and on or before each anniversary of registration.

(5) Every Life Member is exempt from the requirement to pay the annual fee referred to in Section 39(4).

Limited Licence Fees

(6) An applicant for a limited licence shall pay an application fee of \$300.

(7) A person whose application for a limited licence has been accepted shall pay a registration fee of \$250.

(8) A holder of a limited licence shall pay an annual fee of \$220 payable upon registration and on or before each anniversary of registration. However, a former holder of the engineering technology class of limited licence class is not required to pay an additional fee for reissuing the engineering technology class of limited licence.

Provisional Licence Fees

(9) An applicant for a licence who is issued a provisional licence shall pay a registration fee of \$250.

Temporary Licence Fees

(10) An applicant for a temporary licence shall pay an application fee of \$650.

Engineering Intern Fees

(11) An applicant for a licence shall pay a fee of \$75 upon becoming an engineering intern and shall pay an annual fee of \$75 on or before each anniversary of becoming an engineering intern.

Reinstatement Fees

(12) A member who resigned from the association shall pay the following fees before their licence may be reinstated:

- a. a reinstatement fee of \$230;
- b. the fees owing by the person to the association at the time the member resigned, if any; and
- c. the fees payable for the current year and, if at the time of resignation the member's annual fee was reduced in accordance with Section 39(14) (Fee Remission), the member shall pay a reduced annual fee of \$55.

(13) A person whose licence or limited licence was cancelled for non-payment of fees shall pay the following fees before their licence or limited licence may be reinstated:

- a. the fees owing by the person to the association at the time the licence or limited licence was cancelled;
- b. the annual fee payable for the current year and, if at the time of cancellation the person's annual fee was reduced in accordance with Section 39(14) (Fee Remission), the person shall pay a reduced annual fee of \$55; and
- c. subject to Section d, a reinstatement fee of,
 - i. \$50, if the payments referred to in paragraphs (a) and (b) are made in full within 90 days after the cancellation,
 - ii. \$230, if the payments referred to in paragraphs (a) and (b) are made in full more than 90 days and within two years after the cancellation, and
 - iii. \$460, if the payments referred to in paragraphs (a) and (b) are made in full more than two years after the cancellation;
- d. If the person's fees were reduced in accordance with Section 39(14) (Fee Remission) at the time the licence or limited licence was cancelled, the reinstatement fee referred to in paragraph (c) is as follows:
 - i. \$50, if the payments referred to in paragraphs (a) and (b) are made in full within two years after the cancellation, and
 - ii. \$460, if the payments referred to in paragraphs (a) and (b) are made in full more than two years after the cancellation.

Fee Remission

(14) The Registrar shall reduce part of the annual fee, to the amount set out in Section 39(15) of a holder of a licence or a limited licence who meets the conditions of Section 41.1 of Regulation 941

(15) The reduced annual fee referred to in Section 39(14) is \$55.00 for licence holders and limited licence holders.

(16) If a person no longer meets the requirements of Section 41.1 of Regulation 941 , the person shall immediately pay the following fees:

- a. any fees owed to the association;
- b. the difference, if any, between the amount required to be paid by the licence or limited licence holder as an annual fee for the current year and the amount required to be paid as an annual fee for a person who pays a reduced fee in accordance with Section 39(15) for that year; and
- c. a fee of \$50.00.

Consulting Engineer Fees

(17) A person who applies for designation or re-designation as a consulting engineer shall pay an application fee of \$220.

(18) A person who applies for permission to use the term “consulting engineers” shall pay an application fee of \$45.

(19) A consulting engineer shall pay a registration fee of \$220 for each five year period of designation.

Certificate of Authorization Fees

(20) A person who applies for a certificate of authorization shall pay an application fee of \$330.

(21) A holder of a certificate of authorization shall pay:

- a. an annual fee of \$330 payable upon acceptance of the application and on or before each anniversary of the acceptance; and
- b. for each replaced certificate of authorization, a fee of \$50.

Examination Fees

(22) A person shall pay the following fees in relation to examinations, which are non-refundable except for the fee set out in Section e.:

- a. To write or rewrite the Professional Practice Examination, \$165;
- b. To write the first licensing examination other than the Professional Practice Examination, \$580;
- c. To write or rewrite any other licensing examination other than the Professional Practice Examination, \$165;
- d. Upon submission of a thesis, \$300; and

- e. To write each examination required in support of an application for designation as a consulting engineer, \$165.

Seal Fees

- (23) A person shall pay the following fees for the issuance of a seal:
- a. \$25 for a rubber seal; and
 - b. \$68 for a metal seal.

Section 40(a) of By-law No. 1 is amended by replacing “engineers-in-training” with “engineering interns”.

Section 41 of By-law No. 1 is amended by replacing “registrar and CEO” with “registrar” and by replacing “treasurer” with “director, finance”

Section 43 of By-law No. 1 is amended by replacing “treasurer” with “director, finance”

Section 45(a) of By-law No. 1 is amended by replacing “treasurer” with “director, finance”

Section 45(b) is amended by replacing “treasurer” with “director, finance”, “deputy registrar, standards and regulations” with “deputy registrar, standards and tribunals”, by replacing “director, communications and chapters” with “director, communications”, by replacing “director, governance” with “chief administrative officer”, and by deleting “director, human resources and volunteer management”.

Section 51 of By-law No. 1 is amended by replacing “and Members’ Equity” with “and changes in net assets”.

Section 54 of By-law No. 1 is amended by replacing “treasurer” with “director, finance”

Section 58 of By-law No. 1 is amended by adding the words “who vote on the by-law”.

Excerpts of the *Professional Engineers Act* and By-Law No.1

Professional Engineers Act

R.S.O. 1990, CHAPTER P.28

Consolidation Period: From December 14, 2017 to the e-Laws currency date.

Last amendment: 2017, c. 34, Sched. 34.

Legislative History: 1997, c. 26, Sched.; 1999, c. 12, Sched. B, s. 13; 2000, c. 26, Sched. A, s. 12; 2001, c. 9, Sched. B, s. 11; 2002, c. 24, Sched. B, s. 25; 2006, c. 19, Sched. B, s. 14; 2009, c. 33, Sched. 2, s. 61; 2009, c. 33, Sched. 6, s. 79; 2009, c. 34, Sched. Q; 2010, c. 15, s. 238; 2010, c. 16, Sched. 2, s. 5; 2017, c. 2, Sched. 2, s. 26, 27, 29; 2017, c. 34, Sched. 34.

By-laws

8. (1) The Council may pass by-laws relating to the administrative and domestic affairs of the Association not inconsistent with this Act and the regulations and, without limiting the generality of the foregoing,...

16. prescribing the amount and requiring the payment of annual fees by members of the Association;

Note: On a day to be named by proclamation of the Lieutenant Governor, paragraph 16 is repealed and the following substituted:

16. specifying the amount and requiring the payment of,

- i. fees, including annual fees, by holders of licences, certificates of authorization, temporary licences, provisional licences and limited licences, and by engineering interns, students and members of other classes of persons prescribed under paragraph 8 of subsection 7 (1),
- ii. fees for registration, designations, examinations and continuing education,
- iii. fees for anything the Registrar is required or authorized to do, and
- iv. penalties for late payment of any of the fees;

See: 2010, c. 16, Sched. 2, ss. 5 (15), 6 (2).

By-laws effective

(2) Subject to subsection (3), a by-law made by the Council is effective when it is passed. 2010, c. 16, Sched. 2, s. 5 (16).

Confirmation

(3) If a by-law passed by the Council requires it, the by-law is not effective until it is confirmed, in the manner specified by the Council, by a majority of the members of the Association who vote on the by-law. 2017, c. 34, Sched. 34, s. 3.

By-Law No. 1 (Last revision November 2017)

Amendments to Regulations and By-laws

56. The regulations may be altered or revoked and new regulations may be passed by the Council from time to time in accordance with and subject to the provisions of section 7 of the Act.

57. The by-laws may be altered or revoked and new by-laws may be passed by the Council from time to time in accordance with and subject to the provisions of section 8 of the Act.

58. In accordance with section 8(3) of the Act, Council shall determine the manner in which a by-law is to be confirmed by a majority of the members of the association.

59. Council shall seek confirmation by the members of the association of a by-law passed by the Council pursuant to the Act pertaining only to annual fees for licence holders.

60. Proposals for alteration of the regulations or by-laws may,

- (a) originate in the Council,
- (b) be submitted to the Council in writing by a majority in number of the chapters, or
- (c) be submitted to the Council in writing by a petition signed by not fewer than 50 members.

The Council shall consider all petitions received as provided in clauses (b) and (c) and, if the Council does not pass regulations and by-laws or amendments thereto giving effect to such proposals, the Council shall return the proposals to the petitioners with a statement of the Council's reasons for rejection.

Extract of *Open for Business Act Proposals (C461-3.1 Appendix B)*

5. Provide the authority for Council to prescribe all fees by bylaw

Proposal

Provide the authority for Council to establish all fees and prescribe them in PEO's bylaws, subject to optional confirmation by members (see proposal #6).

Rationale

All fees must be prescribed in regulations except annual member fees, which are prescribed in Council-made by-laws. Regulation changes need approval by the Lieutenant Governor-in-Council; by-laws passed by Council are not effective until confirmed by members of the association by a vote conducted by mail. Ministry officials commented that fees should be prescribed in bylaws, subject to confirmation as outlined in proposal #6.

Council needs to establish fees to carry out its regulatory mandate. However, the current practice of revisiting the fees annually to reflect real costs through regulation amendments is very cumbersome. Bylaw confirmation by mail is costly and outdated. Prescribing member fees through bylaws that members must confirm does not reflect a fiscally accountable governance model followed by many other regulators and government. In 2006, a PEO policy study found that all Ontario regulated health professions, the Law Society of Upper Canada, the Registered Insurance Brokers, and the Ontario College of Teachers (OCT) grant authority for establishing fees to their Council/Board without requiring confirmation by the membership. The governing bodies of the majority of regulators reporting to the Attorney General set member and all other fees.

In 2004, PEO increased fees substantially, as the fees had not been amended since 1990. In 2006, Council updated fees again to reflect inflation. Council's consensus was that Council should have the ability to and be held accountable for setting fees. In 2009, Council amended the regulation to reflect inflation and real costs. Council also passed a motion supporting the Finance Committee's recommendation that Council annually consider amendments to the regulations regarding fees as part of the annual budgeting process.

Council conducted an online survey, the summary results of which are presented in Appendix D(i). The survey received 3191 responses of approximately 70,000 potential respondents.

Questions	Agree	Neutral	Disagree
Do you agree that Council should set the above fees via Council motion instead of amending the Regulation	61%	17%	22%
Do you agree that Council should set the annual membership fee (licence) via Council motion instead of amending the bylaw (and requiring member confirmation)?	44%	13%	43%
Do you agree that it is in the public interest for Council to have the same process for setting all fees? (vs. treating member fees differently than all other fees)	49%	18%	33%

Current wording of the subsections at issue

“Regulations

7(1) Subject to the approval of the Lieutenant Governor in Council and with prior review by the Minister, the Council may make regulations,

... 25. prescribing the amount of and requiring the payment of annual fees by holders of certificates of authorization, temporary, provisional and limited licences and by students and members of related classes recognized by the Association, and fees for temporary licences, provisional licences, limited licences, certification, registration, designations, examinations and continuing education, including penalties for late payment, and fees for anything the Registrar is required or authorized to do, and prescribing the amounts thereof;”

“By-laws

8(1) The Council may pass by-laws relating to the administrative and domestic affairs of the Association not inconsistent with this Act and the regulations and, without limiting the generality of the foregoing,

... 16. prescribing the amount and requiring the payment of annual fees by members of the Association;”

Proposed

Incorporate the provisions of paragraph 25 of subsection 7(1) into the bylaw power in paragraph 16 of subsection 8(1) and repeal paragraph 25 of subsection 7(1), i.e.:

By-laws

8(1) The Council may pass by-laws relating to the administrative and domestic affairs of the Association not inconsistent with this Act and the regulations and, without limiting the generality of the foregoing,

... 16. prescribing the amount of and requiring the payment of annual fees by members of the Association, holders of certificates of authorization, temporary, provisional and limited licences and by students and members of related classes recognized by the Association, and fees for temporary licences, provisional licences, limited licences, certification, registration, designations, examinations and continuing education, including penalties for late payment, and fees for anything the Registrar is required or authorized to do, and prescribing the amounts thereof;

PLAN TO ADDRESS BUDGET ISSUES

Purpose: To approve a plan to address budget issues raised during the November 2017 Council meeting.

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

That Council direct the Finance Committee to establish a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets by the June 2018 Council meeting so that the set of budget priorities and guiding principles may be incorporated into the 2018 budget cycle.

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

Moved by: Warren Turnbull, P.Eng.

1. Need for PEO Action

At the November 2017 meeting, Council approved the following motion:

That Council task the Executive Committee to bring to the next Council meeting a plan to address the budget issues raised at the November 17, 2017 Council meeting.

The Executive Committee (EXE) met on January 16, 2018, to peer review a proposed plan to address budget issues. The EXE is recommending that the Finance Committee (FIC) establish a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets. The priorities and principles should take into account PEO's core mandate, strategic plan initiatives and other directives established by Council.

2. Proposed Action / Recommendation

That the Finance Committee establish a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets by the June 2018 Council meeting so that the set of budget priorities and guiding principles may be incorporated into the 2018 budget cycle.

3. Next Steps (if motion approved)

- FIC to develop and present to Council at its June 2018 meeting, a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets
- The Council approved budget priorities and guiding principles to be incorporated into the 2018 budget cycle.

4. Policy or Program contribution to the Strategic Plan

- The establishing of a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets is related to Objective 9 in the 2018-2020 Strategic Plan.

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

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

6. Peer Review & Process Followed

Process Followed	N/A
Council Identified Review	At the November 2017 meeting, Council approved the following motion: <i>That Council task the Executive Committee to bring to the next Council meeting a plan to address the budget issues raised at the November 17, 2017 Council meeting.</i>
Actual Motion Review	The briefing note was peer reviewed by the Executive Committee at its January 16, 2018 meeting.

COMMITTEES AND TASK FORCES POLICY – COUNCIL LIAISON COMMITTEE MEMBERSHIP RIGHTS

Purpose: To approve amending the *Committees and Task Forces Policy* to provide for full committee membership for Council Liaisons.

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

That Council approve the amendment to the Committees and Task Forces Policy as presented to the meeting at C-516-2.3, Appendix A.

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

Moved by: Past President Comrie, P.Eng.

1. Need for PEO Action

At its meeting on October 30, 2017, the Human Resources Committee noted that the current *Committees and Task Forces Policy* does not extend full committee membership rights to Council Liaisons unless they are also appointed as members of the committee.

The HRC concluded that this inconsistency in the policy creates two classes of Council Liaison, one that has full voting rights and one that does not.

Council is being asked to consider an amendment to the *Committees and Task Forces Policy* that would eliminate this anomaly by extending full committee membership rights to Council Liaisons at the time of appointment by Council (Appendix A).

2. Proposed Action / Recommendation

The HRC is recommending that Council approve the amendment to the *Committees and Task Forces Policy* as presented at Appendix A.

3. Next Steps (if motion approved)

- The *Committees and Task Forces Policy* will be amended and posted on PEO's website.
- Committees will be informed of Council's decision.

4. Policy or Program contribution to the Strategic Plan

The proposed change to policy is related to Objective 7 in the 2018-2020 Strategic Plan, Redefining the volunteer leadership framework.

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

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

6. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • The HRC considered the revised wording to the Committees and Task Forces Policy at its meeting on October 30, 2017 and concluded that it would recommend to Council that the revised wording as presented at Appendix A be approved. The HRC also noted that as the matter involves a change to the Committees and Task Forces Policy, the Advisory Committee on Volunteers (ACV) should be consulted. • The ACV reviewed the matter at its meeting on December 7, 2017 and provided the following comments: <p><i>The ACV discussed the proposed amendment to the C & TF Policy – Reference Guide and identified the following implications of the change:</i></p> <ol style="list-style-type: none"> 1. <i>When a Council Liaison (CL) becomes a member of a committee, the committee size will increase, which might require resignation of another committee member to comply with the membership requirement identified in the Terms of Reference.</i> 2. <i>If a CL’s term ends in the middle of an operating year, s/he would have to leave the committee in the middle of the year.</i> 3. <i>It is unclear whether or not the CL will remain the committee member once his/her Council term ends.</i> <p><i>The ACV proposed the following wording to amend Section 6 of the C & TF Policy – Reference Guide:</i></p> <p>If liaisons are not already members of their assigned committee/task force, when appointed by Council as a Council Liaison, they become full voting members of the committee/task force. The ‘Council Liaison’ appointment is in addition to the committee membership, as identified in their respective Terms of Reference. When the Council Liaison’s term on Council ends, s/he will no longer be a member of the committee and a new Council Liaison will be appointed to the role.</p>
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • N/A
<p>Actual Motion Review</p>	<p>The following motion was passed by the HRC at its meeting on October 30, 2017 That Section 6: Role of the Council-appointed Liaison, Committees & Task Forces Policy, be amended to provide Council Liaisons with full committee membership and that the amended policy wording be sent to ACV for peer review prior to being sent to the February 2018 Council meeting for final approval.</p>

4. Appendices

- Appendix A – Section 6: Role of the Council-appointed Liaison

Section 6: Role of the Council-appointed Liaison

6.1 *Provide an effective communication link between a committee/task force and Council, but do not speak for the committee/task force.*

The Council Liaison should obtain information about the committee/task force's Mandate and operations from the Terms of Reference, annual Work Plan and Human Resources Plan, in addition to material provided by the committee advisor and chair. If liaisons are not already members of their assigned committees/task forces, when appointed by Council as a Council Liaison, they become full voting members of the committee/task force. The Council Liaison appointment is in addition to the committee membership, as identified in their respective Terms of Reference. When the Council Liaison's term on Council ends, s/he will no longer be a member of the committee, unless so appointed by Council, and a new Council Liaison will be appointed to the role. ~~they may still attend their meetings, although they do not have voting rights. The liaison may participate in the committee/task force's discussions if the chair invites them to do so.~~ The liaison should communicate to the committee/task force chair overall Council directions, and strategic advice with respect to future proposals, insofar as they are relevant to the work of the committee/task force.

At Council meetings, the liaison does not speak for the committee/task force as the chair is the official spokesperson. Rather, they can provide a general update on the committee/task force, or identify for Council that their assigned committee/task force should be consulted on an issue under deliberation or consideration by Council. At a minimum, some follow-up communication should take place at/after every committee/task force meeting and as required after Council meetings.

6.2 *Relay relevant Council matters affecting the committee/task force to the committee/task force.*

A liaison who is also a member of Council may not divulge to the chair or committee/task force the contents of *in-camera* items that were not brought into open session at Council.

A liaison can divulge Council decisions to the committee/task force chair as directed by Council at the in-camera session.

COMMITTEES AND TASK FORCES POLICY – FEES MEDIATION COMMITTEE EXEMPTION FROM TERM LIMIT REQUIREMENTS

Purpose: To exempt the Fees Mediation Committee from general committee membership term limit requirements.

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

That Council exempt the Fees Mediation Committee from general committee membership term limit requirements and amend the Committee Terms of Reference Template as contained in the *Committees and Task Forces Policy* accordingly.

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

Moved by: Past President Comrie, P.Eng.

1. Need for PEO Action

At the September 2017 meeting, Council approved amendments to the Committee Terms of Reference Template as contained in the *Committees and Task Forces Policy* establishing term limits for committees.

As part of the template, Council granted exemption to certain committees (Academic Requirements Committee (ARC), Complaints Committee (COC), Discipline Committee (DIC, Experience Requirements Committee (ERC) and Registration Committee (REC)) as they have statutory mandates.

At its meeting on October 30, 2017, the Human Resources Committee (HRC) considered whether the Fees Mediation Committee (FMC) should also be exempt from the general committee membership term limit requirements. The HRC noted that the FMC is established under section 32 of the *Professional Engineers Act* and under sections 30 and 31 of *Regulation 941* to receive and resolve complaints regarding fees through mediation and arbitration.

Council is being asked to consider whether the FMC should be exempted from the general committee membership term limit requirements.

2. Proposed Action / Recommendation

The HRC is recommending that Council exempt the FMC from the general committee membership term limit requirements and that the Committee Terms of Reference Template in the *Committees and Task Forces Policy* be amended accordingly as the FMC is a committee established with a statutory mandate.

3. Next Steps (if motion approved)

- The Committee Terms of Reference Template in the *Committees and Task Forces Policy* will be amended to provide an exemption from the general committee membership term limit requirements for the FMC. The term limits for Chair and Vice Chair would be unaffected.
- The FMC will be informed of Council's decision.

4. Policy or Program contribution to the Strategic Plan

The proposed change to policy is related to Objective 7 in the 2018-2020 Strategic Plan, Redefining the volunteer leadership framework.

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

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

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> The HRC considered an exemption for the FMC from the general committee membership term limit requirements at its meeting on October 30, 2017 and concluded that it would recommend to Council that the FMC be granted such an exemption. The HRC also noted that as the matter involves a change to the <i>Committees and Task Forces Policy</i>, the Advisory Committee on Volunteers (ACV) should be consulted. The ACV reviewed the matter at its meeting on December 7, 2017 and provided the following comments: <p style="text-align: center;"><i>The ACV reviewed the request from the HRC to peer-review the decision regarding adding the Fees Mediation Committee (FMC) to the list of committees exempt from the 'term limit' requirement for members and agreed that the FMC has a statutory mandate similar to the listed committees and, therefore, should be exempt.</i></p> <p style="text-align: center;"><i>The ACV would also like to bring to the HRC's attention that the FMC's role of mediating fees between engineers and clients does not fall into the PEO's mandate.</i></p>
Council Identified Review	<ul style="list-style-type: none"> N/A
Actual Motion Review	<ul style="list-style-type: none"> N/A

4. Appendices

- Appendix A – Term Limits for Committees – Excerpt from Committee Terms of Reference Template

Term Limits for Committees – Excerpt from Committee Terms of Reference Template	
<p>Term Limits for Committee Chair and Vice Chair</p>	<p>The Chair and Vice Chair are elected annually for a one-year term, from [insert January to December for general committees or Annual General Meeting to Annual General Meeting for Board Committees]. The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair’s position, once the Chair’s term of service is expired. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member thereafter to the maximum ten (10) years of cumulative committee service.</p> <p>Note: <i>The term limits for Chair and Vice Chair apply to all committees.</i></p> <p>Note: <i>Under extenuating circumstances, the committee may request the Advisory Committee on Volunteers (ACV) to consider a temporary exemption of the term limits provision. If deemed appropriate, the ACV may make a recommendation to Council on behalf of the committee for temporary relief from this provision. Such relief to be not more than one (1) term in duration.</i></p>
<p>Term Limits for Committee Members</p>	<p>Committee members are appointed for a one-year term, from [insert January to December for general committees or Annual General Meeting to Annual General Meeting for Board Committees]. Committee members may be re-appointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative committee service.</p> <p>Note: <i>Given the statutory mandate of the Academic Requirements Committee (ARC), Complaints Committee (COC), Discipline Committee (DIC), Experience Requirements Committee (ERC) and Registration Committee (REC) as well as the reliance on the expertise and experience of their members in order to carry out their legislated mandates, there is no term limit imposed on the general membership of these committees.</i></p> <p>Note: <i>To allow for a smooth transition to new membership under the ten (10) years of cumulative committee service term limit, the following transition process will apply:</i></p> <ul style="list-style-type: none"> • <i>33% of committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2017, shall retire from the committee and not be re-appointed to the committee for the 2018 term. Committee members with the longest years of committee service will be selected first for retirement from the committee.</i> • <i>33% of committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2018, shall retire from the committee and not be re-appointed to the committee for the 2019 term. Committee members with the longest years of committee service will be selected first for retirement from the committee.</i> • <i>All committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2019, shall retire from the committee and not be re-appointed to the committee for the 2020 term.</i> <p><i>This transition process does not apply to the Academic Requirements Committee (ARC), Complaints Committee (COC), Discipline Committee (DIC), Experience Requirements Committee (ERC) and Registration Committee (REC) as there is no term limit imposed on the general membership of these committees.</i></p> <p>Note: <i>Under extenuating circumstances, the committee may request the Advisory Committee on Volunteers (ACV) to consider a temporary exemption of the term limits provision. If deemed appropriate, the ACV may make a recommendation to Council on behalf of the committee for temporary relief from this provision. Such relief to be not more than one (1) term in duration.</i></p>
<p>Succession Planning</p>	<p>Note: All committees must have a succession plan, approved by Council, to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee’s membership and on-boarding of new committee members.</p>

Briefing Note – Decision

C-516-2.5

Policy – Regulatory Complaints Against PEO Volunteers and Professional Staff

Purpose: To establish a policy regarding the handling of regulatory complaints against PEO volunteers and professional staff.

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

That Council approve the Policy: Regulatory Complaints Against PEO Volunteers and Professional Staff, as presented to the meeting at C-516-2.5, Appendix A.

Prepared by: Gerard McDonald, P.Eng., Registrar

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

- Over the last number of years, statutory complaints against volunteers and professional staff at PEO have been filed and investigated as required by the Complaints Committee. Such complaints have caused respondents concern, and there has not been a clear policy communicating the necessity to process statutory complaints, and outlining the proposed handling of such complaints.
- Statutory complaints are not limited to professional engineers. Staff and volunteers that are members of other professions (ie. legal, financial), are also subject to complaints to their regulatory bodies.

2. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• The policy was developed with input from PEO's Regulatory Compliance division including legal counsel.
Actual Motion Review	<ul style="list-style-type: none">• The Policy was reviewed by:<ul style="list-style-type: none">- Deputy Registrar, Licensing- Executive Committee- ERC was briefed on the policy content

3. Appendices

- Appendix A – Policy: Regulatory Complaints Against PEO Volunteers and Professional Staff



**C-516-2.5
Appendix A**

Regulatory Complaints Against PEO Volunteers and Professional Staff	Date of Policy: February 2, 2018
	Approved by: PEO Council
	Review Date: February, 2021

Policy Statement	When statutory complaints are received regarding PEO P.Eng. staff or volunteers, every effort will be made to ensure these complaints are processed in an expedited manner. In addition, PEO will provide legal representation, upon request and subject to the discretion of the Registrar, in connection with any professional regulatory proceeding against PEO staff, members of PEO Council, members of PEO Committees or PEO volunteers, arising out of their activities at or for PEO.
Purpose	<p>Complaints have been made to professional regulatory bodies against members of staff and members of PEO Council and its Committees in connection with their activities at or for PEO. These have been reviewed on a case-by-case basis and decisions made as to whether PEO would provide legal representation to assist in responding at the complaints stage. This Policy is intended to formalize that process. It should be noted that there may be insurance coverage for such costs, but typically, because of the size of the deductible, it would make sense for PEO to consider such costs without reference to insurance.</p> <p>It should be noted that under the Professional Engineers Act, the Complaints Committee <u>must</u> consider and investigate every complaint received against a licence holder. It does not have the power to dismiss a complaint without investigation. That being said, every effort should be made to deal with these complaints in an expedited manner.</p>
Application and Scope	This Policy applies to all members of PEO Staff, all members of PEO Council, all members of PEO Committees and all PEO volunteers, in connection with their activities at or for PEO, and related to PEO’s mandate and responsibilities. This policy applies to staff and volunteers that are under the jurisdiction of any professional regulatory body in Ontario (ie. not just professional engineers).

	This Policy requires that a request for representation be made, and that the Registrar approve the provision of representation based upon the particular circumstances of the case.
Procedures	If a respondent to a complaint filed with a professional regulator wishes legal representation, he or she shall make a written request to the Registrar for such representation, and shall provide the Registrar with a copy of the complaint or other document initiating the proceeding.
Responsibility	The Registrar has the administrative and functional responsibility for the maintenance and implementation of this policy.

APPENDIX A:	Excerpts from the <i>Professional Engineers Act</i>
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Duties of Complaints Committee

24 (1) The Complaints Committee shall consider and investigate complaints made by members of the public or members of the Association regarding the conduct or actions of a member of the Association or holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence, but no action shall be taken by the Committee under subsection (2) unless,

(a) a written complaint in a form that shall be provided by the Association has been filed with the Registrar and the member or holder whose conduct or actions are being investigated has been notified of the complaint and given at least two weeks in which to submit in writing to the Committee any explanations or representations the member or holder may wish to make concerning the matter; and

(b) the Committee has examined or has made every reasonable effort to examine all records and other documents relating to the complaint. R.S.O. 1990, c. P.28, s. 24 (1); 2001, c. 9, Sched. B, s. 11 (30).

Idem

(2) The Committee in accordance with the information it receives may,

- (a) direct that the matter be referred, in whole or in part, to the Discipline Committee;
- (b) direct that the matter not be referred under clause (a); or
- (c) take such action as it considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. R.S.O. 1990, c. P.28, s. 24 (2).

Decision and reasons

(3) The Committee shall give its decision in writing to the Registrar for the purposes of subsection (4) and, where the decision is made under clause (2) (b), its reasons therefor. R.S.O. 1990, c. P.28, s. 24 (3).

Notice

(4) The Registrar shall mail to the complainant and to the person complained against a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4); 2006, c. 19, Sched. B, s. 14.

Hearing

(5) The Committee is not required to hold a hearing or to afford to any person an opportunity for a hearing or an opportunity to make oral submissions before making a decision or giving a direction under this section. R.S.O. 1990, c. P.28, s. 24 (5).

Immunity and indemnity

Immunity of Association

45. (1) No action or other proceeding for damages shall be instituted against the Association, a committee of the Association or a member of the Association or committee of the Association, or an officer, employee, agent or appointee of the Association for any act done in good faith in the performance or intended performance of a duty or in the exercise or the intended exercise of a power under this Act, a regulation or a by-law, or for any neglect or default in the performance or exercise in good faith of such duty or power.

Councillor indemnified in suits respecting execution of office

(2) Every member of the Council, a committee of the Association and every officer and employee of the Association, and the person's heirs, executors and administrators, and estate and effects, respectively, may, with the consent of the Association, given by the members of the Association, from time to time and at all times, be indemnified and saved harmless out of the funds of the Association, from and against,

(a) all costs, charges and expenses whatsoever that the person sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by the person, in or about the execution of the duties of the person's office; and

(b) all other costs, charges and expenses that the person sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the person's own wilful neglect or default. R.S.O. 1990, c. P.28, s. 45.

A PLAN FOR ORGANIZATIONAL RESILIENCE AND SUCCESSION

Purpose: To approve a proposed plan and budget to address resilience issues at PEO

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

That Council:

- a) **approve the Proposal for Organizational Resilience and Succession Planning at PEO as presented to the meeting at C-516-2.6, Appendix A;**
- b) **approve a budget of \$350,000 for 2018 (\$300,000 in operations and \$50,000 in capital), and \$600,000 annually thereafter to fund the proposal;**

Prepared by: Gerard McDonald, P.Eng., Registrar

Moved by: Nancy Hill, P.Eng.

1. Need for PEO Action

Organizational resilience refers to an organization's ability to survive and thrive in challenging conditions. Recent experiences at PEO have highlighted the need to examine our organizational resilience. There is concern that the organization does not have enough resilience to effectively deal with unexpected challenges such as long-term absences and volume surges in the application or complaints processes. In addition, the tight staffing situation does not allow us to sufficiently cross-train individuals to effectively respond to these surges.

An additional concern is the inability of the organization to effectively plan for succession to key management positions.

2. Proposed Action / Recommendation

It is proposed that PEO institute a P.Eng. Officer Development (POD) Program and hire five mid-career level P.Eng.s with a view to giving them broad organizational exposure in order to address immediate resiliency issues as well as anticipated succession needs.

3. Next Steps (if motion approved)

If approved by Council, a recruitment exercise will be launched to identify potential candidates. The target for having the program fully staffed will be July 1, 2018. Accommodations for the new hires will be fitted up and a standardized training program will be developed.

4. Policy or Program contribution to the Strategic Plan

This program will contribute to the following Strategic Objectives in PEO's 2018-2020 Strategic Plan:

2. Heighten delivery and awareness of PEO's enforcement efforts

By assigning two of the POD members to the Regulatory Compliance division, PEO will be able to develop a more aggressive and targeted enforcement program and reduce the time required to investigate complaints.

6. Augment the applicant and licence holder experience

Having two POD members allocated to the Licensing and Registration division should reduce processing times for licence applications and provide the necessary backfill to allow officers to contribute to the online licensing project without adversely affecting the throughput of applications.

9. Enhance Corporate culture

Developing employees from Day 1 throughout their time of service demonstrates organizational commitment. That commitment stimulates employee engagement. The commitment to such development can be a cornerstone value of an organization’s culture.

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

	Operating	Capital	Explanation
Current Year	\$300,000	\$50,000	Funded from Surplus Fund
2 nd	\$600,000	\$	Funds to be included in annual budget
3 rd	\$600,000	\$	Funds to be included in annual budget
4 th	\$600,000	\$	Funds to be included in annual budget
5 th	\$600,000	\$	Funds to be included in annual budget

subsequent years funding to be similar to the fifth year of funding.

6. Peer Review & Process Followed

Process Followed	At its 515 th meeting in November of 2017, Council discussed the issue of organizational resilience and tasked the Registrar with developing a proposal for an organizational resilience and succession planning program. The briefing note and proposed program were peer reviewed by the Executive Committee on January 16, 2018.
Council Identified Review	n/a
Actual Motion Review	n/a

7. Appendices

Appendix A – A Proposal for Organizational Resilience and Succession Planning at PEO

A Proposal for Organizational Resilience and Succession Planning at PEO

The Background

Organizational resilience refers to an organization's ability to survive and thrive in challenging conditions. This is clearly a topic of particular concern at PEO in the context of budget challenges and fluctuating membership numbers. Senior managers, committee chairs and Council have expressed concern about the organization's ability to continue delivering services, retain good staff and maintain morale in light of resource challenges.

However, organizational resilience should not be a temporary response to austerity measures or business growth; it is a characteristic that most organizations should have in place all the time in order to deal effectively with the challenges of the workplace, in which constantly changing pressures and growing member and applicant expectations are the norm.

So what characterises resilient organizations? Whilst no universally accepted model exists, there are common themes that demonstrate resilience:

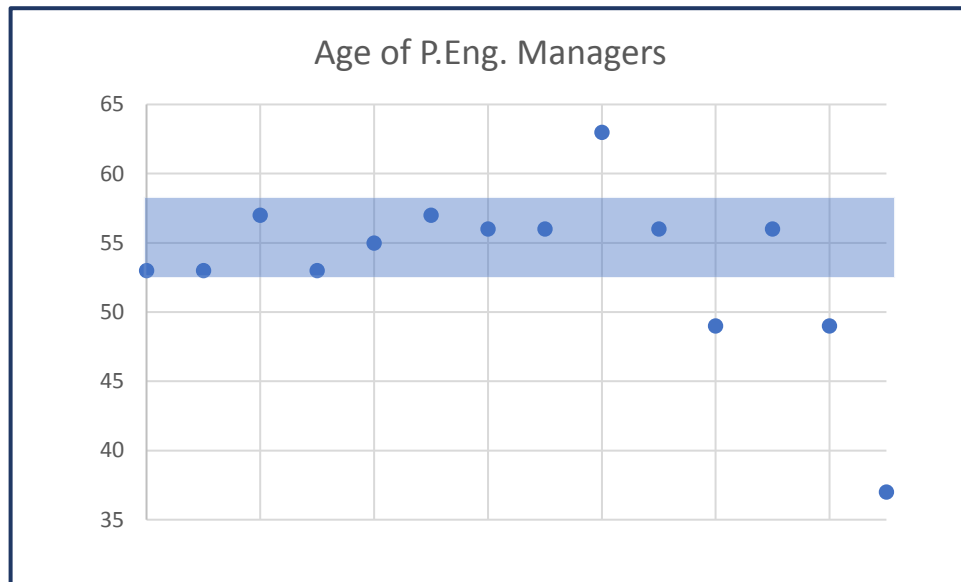
1. System 'redundancy' - resilient organizations should have the capacity to continue operating in spite of significant organizational shocks. This may include ensuring that 'know how' does not reside in one, or only a small number of individuals, that succession plans are in place and that sufficient financial resources are available to allow the organization time and the ability to recover.
2. Ensuring security of resources - this element concerns the need for resilient organizations to ensure that they have secure funding and people resources, and to have put in place plans to accommodate problems in the provision of these resources.
3. Organizational learning and communication - a key element of the resilient organization is its effectiveness at 'sensing' and communicating what is going on in the external environment, allowing the organization to learn from any changes and to adjust to new conditions quickly and efficiently.
4. Leadership - strong leadership has been identified as characteristic of resilient organizations. In situations of crisis, leaders need to be decisive and, critically, they need to communicate effectively with employees to instil a sense of purpose and keep them focused on the organization's objectives.
5. Flexible systems and processes - resilient organizations need systems and processes which allow them to adapt effectively. Processes that are overly bureaucratic may slow down adaptation and may result in missed opportunities.

The Problem

Recent experiences at PEO have highlighted the need to examine our organizational resilience. While management and staff have performed admirably in responding to surges in demand with respect to our

regulatory responsibilities, there is concern that the organization does not have enough resilience to effectively deal with unexpected challenges such as long-term absences and volume surges in the application or complaints processes. In addition, the tight staffing situation does not allow us to sufficiently cross-train individuals to effectively respond to these aforementioned surges.

An additional concern is the inability of the organization to effectively plan for succession to key management positions. At present, PEO has 14 senior and mid level P.Eng. managers, having an average age of 54 years. Nine of these managers are within 2 years of this average, meaning that departures at this level, while not imminent, could occur within a fairly short time frame, placing additional stress on the organization and resulting in a significant loss of corporate knowledge.



Exacerbating this fact is the reality that, below the management level, there are only 10 P.Eng. officers and only 7 of this group are below the age of 50. The conclusion is that we do not currently have enough bench strength in the organization to ensure that the current management compliment can be replaced by seasoned officers, with a broad range of organizational experience.

The Proposal

In order to respond to these challenges, it is proposed that PEO institute a P.Eng. Officer Development (POD) Program and hire five mid-career level P.Eng.s with a view to giving them broad organizational exposure in order to address immediate resiliency issues as well as anticipated succession needs. The characteristics of the program would be as follows:

- Members of the Program would be hired and developed as a corporate resource and not permanently assigned to any particular branch or division.
- Existing P.Eng. Officers would be given an opportunity to participate in the Program should they so desire.

- POD members would be distributed throughout the organization to buttress core functional needs of the organization. The proposed initial staging areas are detailed in Divisional needs descriptions which follow.
- POD members would rotate through stages (of 1.5-2 years in duration) which would allow them to gain broad organizational knowledge and experience.
- POD members could be reassigned on short notice to address any acute organizational needs which may arise.
- POD members would participate in a structured management training program.
- All officer-level new hires into the organization, after the initial cohort of five, would become members of the POD Program.
- POD members would compete for management level positions as they become available.

The Cost

The cost for such a program would include salaries, benefits, operational support and training needs. It is estimated that the overall cost for each POD member would be \$120,000. The overall annual cost for the five-member program would be \$600,000. It is also estimated that capital expenditures of roughly \$50,000 would be required in year 1 to fit up the accommodations required for the new employees.

Divisional Needs

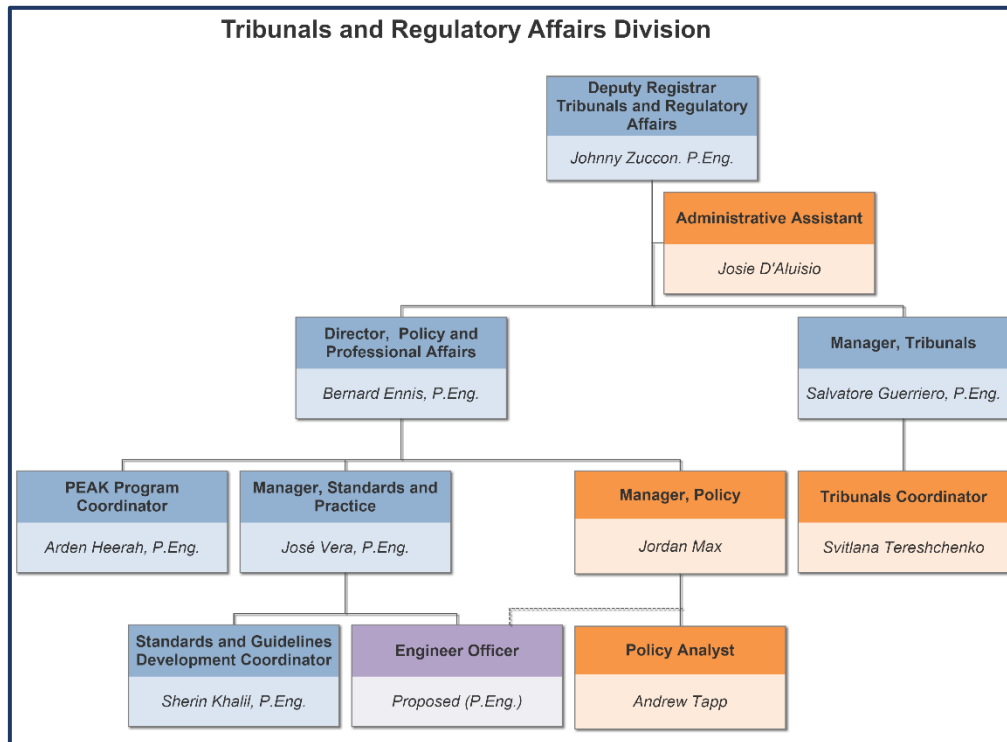
Tribunals and Regulatory Affairs

The current staff complement of ten including the Deputy Registrar, is operationally responsible for the two business units of Policy and Professional Affairs and Tribunal Operations.

The Tribunals Office team of two, manage and provide the administrative support for the legislative functions associated with the Complaints Review Councillor, Discipline, Fee Mediation and Registration Committees. In addition, the unit provides the necessary physical separation of PEO's adjudicative functions from the prosecutorial role of the association. Staff in this group, ensure that the volunteers in their capacity as adjudicators, carry out their functions independently and impartially. Within this unit, there is some built in resiliency with some existing cross training of some of the clerical functions with the department's administrative staff.

The Policy and Professional Affairs team consists of six staff who cover the areas of PEO's regulatory policy and professional practice including the PEAK (Practice Evaluation and Knowledge) Program. They provide direct support to the Legislation, the PEO-OAA Joint Liaison and the Professional Standards Committees, numerous sub-committees and a variety of task groups including the Engineers, Architects and Building Officials group. The professional affairs unit's focus is to develop best practices for the practice of professional engineering and for educating licence holders and others through the deployment of guidelines and standards of practice. The coverage extends to direct access to two practice advisory staff with oversight support from the director. This group is operating at maximum capacity with coverage on a number of Council established sub-committees working on practice guidelines and standards. Depending on Council's direction with the PEAK program in June 2018, there may be some opportunity for some cross training with the PEAK staff to provide some excess relief. The

Policy unit staff of two acts as the nexus of PEO’s regulatory policy activities. It aims to provide Council with advice regarding issues impinging on PEO’s core mandate so that the public interest may be served and protected. There is a need for a professional engineer to augment the skill sets required within the scope of PEO’s regulatory policy work that emanates from external regulations that impact on the practice of professional engineering. The addition of at least one more staff in this department would not only complement the policy group, but, provide some cross functional support amongst the professional affairs team. Furthermore, the additional staff resource would enhance any future succession planning and provide some opportunity for promotions for the existing staff.



Licensing and Registration Division

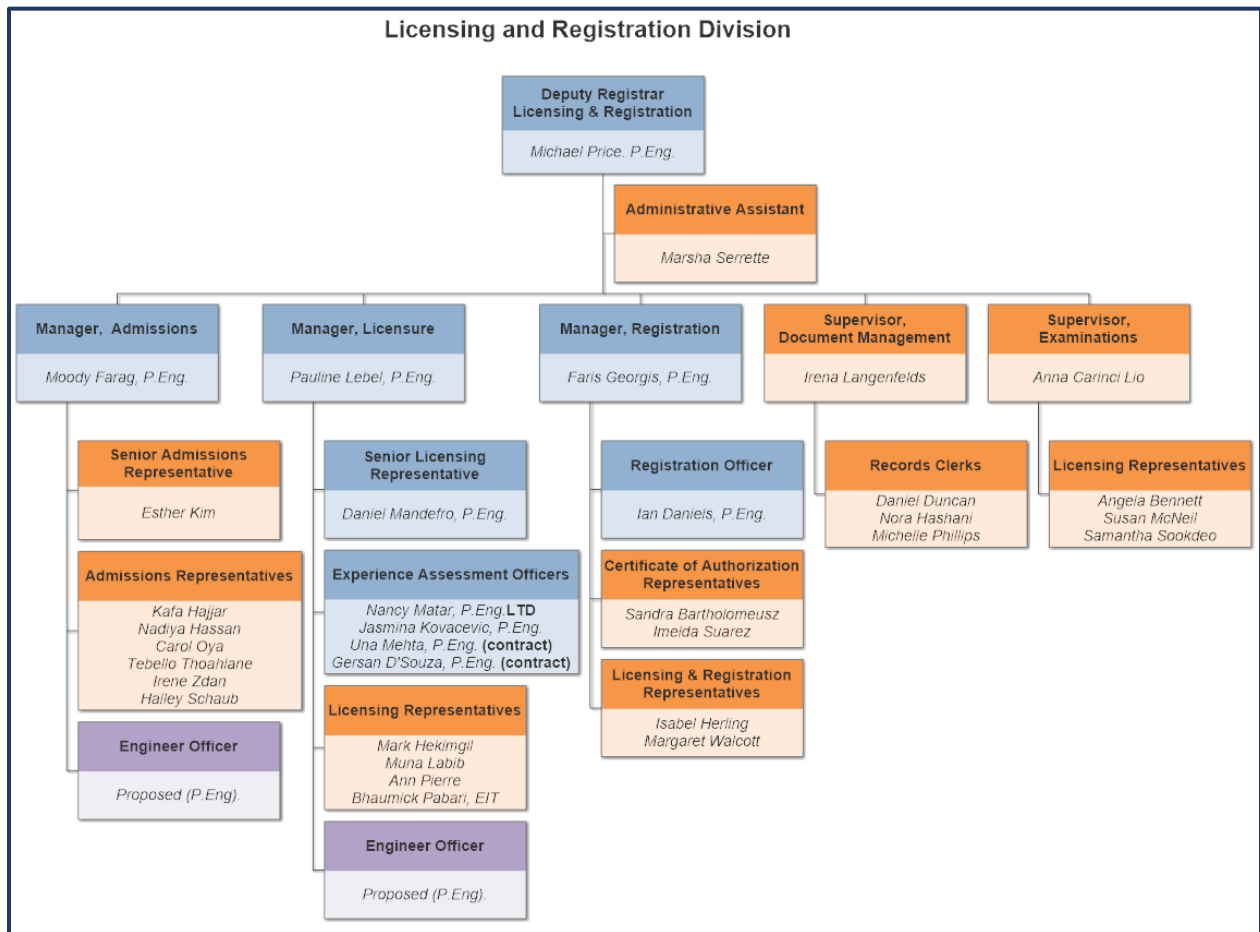
The Registration Branch, which issues all licences, certificates and designations other than first time P. Eng. licences, was identified in 2016 as a potential vulnerability since there was only one P. Eng responsible for overseeing the departmental responsibilities. A second P. Eng position was created in 2017 and has now been filled. The new P. Eng Engineering Officer position provides additional support to the manager, backup and potential succession planning. This department is not considered to have a resiliency issue at this time.

The Licensure Branch, which supports ERC interviews, performs experience assessments of applicants and recommends applicant for licensure, is identified as an area of vulnerability due to the significant backlog of experience assessments that developed in late 2016 to mid-2017. Two contract P. Engs were hired in 2017 to address the issues. One contract person is replacing a long-term disability and the other contract person is specifically addressing the backlog. It is recommended that the staff complement be permanently increased by one in this department by replacing the contract position

addressing the backlog with a permanent P.Eng. Licensing Representative. The new permanent position will provide for fluctuations in application volume, improve customer service and assist with IT enhancement projects.

The Admissions Branch, which assesses the academic qualifications of applicants and assists in processing them throughout the current P. Eng licensing process, is potentially vulnerable due to fluctuations in application volume, impending IT projects and the lack of a P. Eng backup to the current manager. It is recommended that a new P. Eng. Officer position, similar to the one created in Registration, be added to address the potential vulnerabilities of this department.

The Document Management Centre and Examinations Centre have sufficient staff currently to address any potential non-P. Eng supervisory retirements. Any replacements in these areas would be addressed by providing a transitional overlap, if any staff leave these departments.



Regulatory Compliance Division

The Regulatory Compliance Division consists of a total of 15 staff including the Deputy Registrar, 2 Department Managers, 2 Legal Counsel (junior and senior), and 10 other staff as further detailed in this document. The Division is organized into 3 distinct departments with the following departmental responsibilities (organizational chart attached):

Complaint Investigations:

Staff in this department are responsible for processing statutory complaints and Registrar's Investigations filed against licence holders and C of As. Four professional engineer investigators investigate assigned complaints. The investigative process is a multi-step and administratively heavy process that is required to adhere to the Act as well as principles of fairness, thoroughness, and transparency. Investigations can be complex, and the nature of files varies considerably. The average number of complaints filed per year is 70, and currently investigators have a manageable caseload of approximately 18 active files each. This group is particularly vulnerable to changes in either the nature or number of complaints filed, neither of which are predictable. A sudden influx of complaints, or an increase in the number of serious and/or highly technical complaints results in a higher investigator workload, with longer (and unacceptable) investigation times as a result. The group is also vulnerable, and has suffered in the past five years, as a direct result of unexpected staff leaves and departures.

There is some flexibility to assign investigations externally to regulatory investigation service providers, and this is currently done in a limited way to deal with file backlog, for particularly sensitive files, and for files involving behaviours such as fraud or violence. It is recommended that an additional staff resource be considered to augment investigative staff to provide back up and resilience, and also to allow for attention to be given to other necessary tasks associated with complaint investigation, such as communications and file monitoring.

Enforcement:

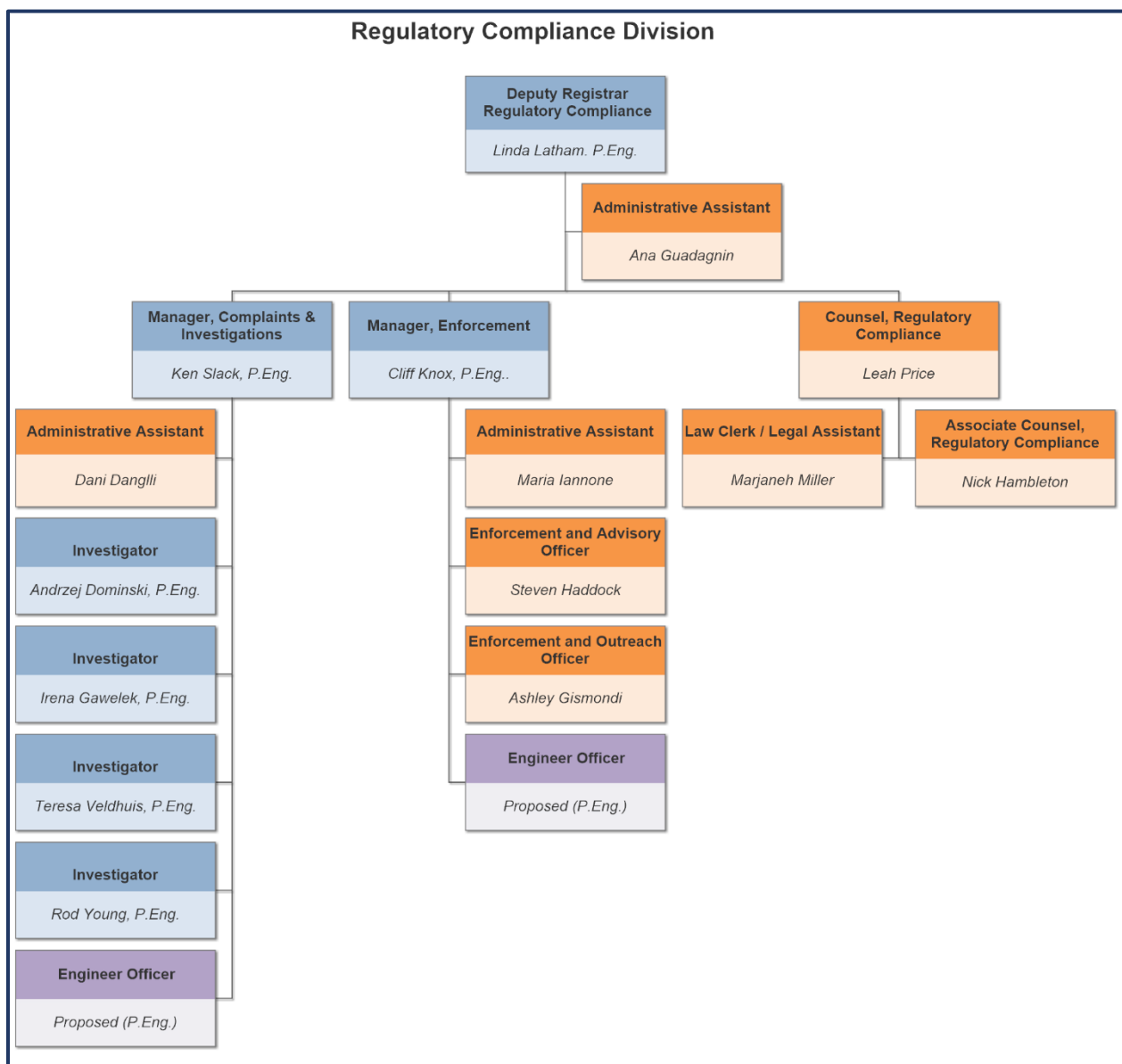
Enforcement staff investigate and take action as necessary against unlicensed individuals and organizations that either misuse variations of the 'engineer' title, or hold out as offering, or actually providing professional engineering services unlawfully. In addition, enforcement staff undertake outreach activities as part of the overall enforcement effort aimed at increasing stakeholder awareness in an effort to improve compliance with the Act. The enforcement policy is to seek compliance, and the vast majority of files opened (approximately 300/yr) result in successful closure. Enforcement efforts can generally be viewed as being reactive. Staff respond to enforcement tips provided by the public and members, but the majority of tips are generated internally as a result of staff reviews and searches of public information.

It is recommended that an additional resource be considered to assist with enforcement efforts. With enforcement being included as a focus area in the 2018-2020 strategic plan, options to enhance enforcement operations will be identified. It has been suggested that enforcement take on more proactive activities to identify violations from information in the public domain that is not currently being reported. This would transfer some activity from being primarily reactive, and an additional resource, possibly with diverse knowledge of engineering practice areas, could assist in this regard.

Legal:

The legal department provides support to complaint investigations and the complaints process, and prosecutes discipline matters before the Discipline Committee. Legal staff also represent the Registrar in proceedings before the Registration Committee, and the Association in legal matters such as any appeals or judicial reviews of PEO decisions, enforcement prosecutions before the courts, and any inquiries affecting the Association.

The arrangement of two legal counsel, (one junior, one senior) generally works well to address the volume and complexity of legal work associated with regulatory proceedings. While both counsel are operating at max capacity at all times, any overflow work resulting from file volumes or timing can be, and is, outsourced to law firms that specialize in regulatory work. As with complaint files, the number, timing, and complexity of referred matters, registration files, and associated legal challenges, cannot be predicted with any accuracy.



Briefing Note – Decision

C-516-2.7

COUNCIL COMPOSITION TASK FORCE REPORT (CCTF)

Purpose: To receive the Council Composition Task Force report.

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

- 1. That Council receive the Council Composition Task Force report as presented to the meeting at C-516-2.7, Appendix A.**
- 2. That the Council Composition Task Force be stood down with thanks.**

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Tim Kirkby, P.Eng.

1. Need for PEO Action

The Council Composition Task Force (CCTF) was created by PEO Council at its September 2016 meeting. Per its Terms of Reference, the Task Force was directed to examine the issue of Council size and composition, including analysis of board sizes and compositions at other self-regulatory associations in Ontario and engineering associations across Canada. The CCTF was to present a report to Council no later than its September 2017 meeting, detailing pro's and con's, principles and recommendations regarding Council size and composition.

In fulfilling its mandate, the Task Force reviewed each position on Council as to its roles and responsibilities. In addition, the Task Force surveyed the board composition of other regulators and self-regulatory associations. As a result of their research the Task Force developed specific recommendations for the size and composition of PEO Council.

The Task Force conducted a series of meetings between October 2016 and December 2017. The CCTF Report was issued in December 2017 to be peer reviewed by Human Resources Committee (HRC) and the Advisory Committee on Volunteers (ACV) before being presented to Council for deliberation.

2. Proposed Action/Recommendation

It is recommended that Council receive the CCTF report.(Appendix A.)

3. Next Steps (if motion approved)

To be determined by Council

4. Policy or Program contribution to the Strategic Plan

The report of the Council Composition Task Force is related to Objective 7 in the 2018-2020 Strategic Plan.

5. 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	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

5. Peer Review & Process Followed

Process Followed	The Council Composition Task Force was established by PEO Council at the September 2016 meeting. The Task Force met starting in October 2016 and completed their report in December 2017.
Council Identified Review	As set out in the Council Composition Task Force Terms of Reference, a draft report from the Task Force was peer reviewed by the Advisory Committee on Volunteers (ACV) at its meeting on January 11, 2018 and will be peer reviewed by the Human Resources Committee (HRC) at its meeting on February 1, 2018.
Actual Motion Review	The Council Composition Task Force Report will be presented to the February 2018 Council meeting

6. Appendices

- Appendix A – Council Compositoin Task Force Report

Council Composition Task Force

Final Report

December 14, 2017

Members

Sabrina Dias, P.Eng.

Roger Jones, P.Eng.(Vice Chair)

Wayne Kershaw, P.Eng. (Chair)

Tim Kirby, P.Eng.

Lew Lederman, QC

Council Composition Task Force – Final Report

The members of the Council Composition Task Force would like to thank and acknowledge the contributions of Annette Bergeron, P.Eng.

This Report Includes the Following

1. Matrix of Decisions

2. Thoughts

There are 25 Comments in the *Thoughts* document.

For each comment members of the Task Force have indicated that they either Agree, Disagree or have No Opinion for each.

See the initials of the Task Force members in the boxes below each comment.

3. Comment from Chair Wayne Kershaw

4. Research Undertaken – Summary and References List

Council Composition Task Force – Decision Matrix

Topic	Reason / Discussion	CCTF Decisions
EIT's on Council	<p>Against EIT's on Council</p> <ul style="list-style-type: none"> • EIT's lack experience and are just developing an understanding of the profession – need to develop that understanding before they can be effective sitting on Council and making decisions regarding the regulation of the profession • Going through the rite of passage is an incentive to become engaged and earning the entitlement to become a voting member of Council <p>For EIT's on Council</p> <ul style="list-style-type: none"> • They bring a link to younger demographic that PEO struggles to capture • An EIT offers a younger/different/diverse perspective • Council should reflect the broader PEO demographic base • Elected or appointed, but would recommend elected 	<p>EIT on Council, 3 for, 2 against (Carried)</p>
P.Eng LGAs vs Lay LGAs	<p>For elimination of P.Eng. LGA's</p> <ul style="list-style-type: none"> • P.Eng LGAs were needed when there was a requirement of discipline specific members to sit on discipline panels – no longer a requirement • If there are too many LGAs, PEO is no longer a self-regulatory body • There is no shortage of a P.Eng. pool that can be elected to Council – PEO does not need the government to select P.Eng.'s on its behalf • Ontario is the only province that has P.Eng. LGAs • There is no guarantee of getting talented P.Eng. LGAs. • Any PEO member can run for election. PEO can and should elect all P.Eng's from its 80,000 members. • Any P.Eng who might have, in future, applied for a LGA position can run for election, thus demonstrating publicly his/her merit. • A engineer candidate running for office is required to devise and present a platform for consideration by members. This is demanding in time and effort, proving commitment. • P.Eng. LGAs take positions away from elected engineer Councillors, thus diminishing our member-directed Association. • Government oversight of PEO is well served by lay LGAs; therefore, there is no need for P.Eng. LGAs. • For any specified number of LGAs it is more effective that they be "lay" so as to provide other-than-engineering input to Council from their respected professional backgrounds. • There may be political influence at play in the appointment of LGAs; 	<p>Eliminate P.Eng. LGAs, 4 for, 0 against, 1 abstention (Rescinded)</p> <p>Keep Lay LGAs (consensus)</p> <p>Keep P.Eng LGAs and ask the AG to consider providing councillors of specific disciplines to address representation issues 3 for, 1 against (Roger) (Carried)</p>

	<ul style="list-style-type: none"> • Are P.Eng. LGAs taking advantage of political connections rather than mounting an election campaign? • All PEO members on Council should have to run in an election on a platform supported by a majority of members, not be appointed by government. This ensures commitment to the position and process. It also aids maintaining our member-directed Association. • Lay LGAs better represent the public voice on Council than P.Eng LGAs., i.e. public oversight and professional participation on Council. • Lay LGAs might be presumed to be a better guard against a self-serving regulator than P.Eng. LGAs. • Lay LGA's provide all the vital input/knowledge/expertise PEO needs from other professions. <p>Against elimination of P.Eng LGA's</p> <ul style="list-style-type: none"> • LGAs are part of the contract with the government that allows self-regulation – public oversight / participation on Council in turn for self-regulation • The election process does not necessarily provide talented Councillors • If you open up the Act for a change, others will have an opportunity to bring forward other changes that may have unintended consequences. • There is no demonstrated problem with P.Eng., LGAs. • Eliminating P.Eng., LGAs is just the first step to eliminating all LGAs. after which PEO would cease to exist • P.Eng., LGAs could be used to improve diversity (ethnicity, discipline) on Council • Diversity doesn't necessarily come through elections. • According to the McRuer Report, the absence of LGAs means the loss of self-governance 	
Executive Committee	<ul style="list-style-type: none"> • Executive committees were created when travel and communication was difficult and BoD's could not be brought together quickly and easily for urgent matters – technology and improvements to infrastructure have been greatly improved allowing BoD's to be brought together for urgent matters much more easily • Executive committees can become shadow boards and usurp the authority of a BoD. i.e. a small cadre of people making decisions 	Eliminate the Executive Committee (Consensus)
Term Length of President	<p>For maintaining the status quo</p> <ul style="list-style-type: none"> • Issue – finding someone willing to serve for more than 1 year • Other constituent associations – president's term is 1 year • Having a president-elect or VP that becomes President provides for a learning curve <p>For extending the term for President</p>	

	<ul style="list-style-type: none"> • Need a term long enough so that management can't say, "we'll just outlast the President and deal with the next one" • Extended term is necessary because of the learning curve for job and institutional memory 	
Past President Standing Committee	<p>For creation of a PP Committee</p> <ul style="list-style-type: none"> • Limit membership to a certain date (since creation of OSPE) • Should not lose experience and speaks to institutional memory • Inspiration for younger people <p>Against creation of a PP Committee</p> <ul style="list-style-type: none"> • Reduces innovation, same old thinking • Past presidents can participate on other committees • Should only be a group available to provide advice when asked 	<p>Past President's standing committee since the creation of OSPE 1 for, 2 against, 1 abstention (Defeated)</p>
Past President	<p>For elimination of PP</p> <ul style="list-style-type: none"> • No role for Past President • Institutional memory; however, memories can be faulty, good record keeping is the key • APEGNB eliminated the position of Past President • Reduce the 3 P's – a triumvirate <p>Against elimination of PP</p> <ul style="list-style-type: none"> • Eliminating the PP indicates that the President after serving as President has no value to the organization 	<p>Eliminate the position of Past President 3 for, 0 against, 1 abstention (Carried)</p>
Vice President	<p>For elimination of VP</p> <ul style="list-style-type: none"> • No role for Vice Presidents 	<p>Eliminate both VP positions (Consensus)</p>
President-elect	<ul style="list-style-type: none"> • Training for being President (apprenticeship) • Not ex officio on any committees – only observers • President-elect invited to committee meetings for training purposes, would have no vote and would be required to leave during any in-camera sessions 	<p>Maintain PE position (Consensus)</p> <p>PE not ex officio on any committees – only observer 4 for, 0 against (Carried)</p>
Role of the President	<p>For separation of President and Chair roles</p> <ul style="list-style-type: none"> • President, in the role of chair, is used as an advocate of management, a quasi CEO • Gives President ability to focus on the business of PEO and become the "chief excitement officer" or "chief inspiration officer" for the profession • Gives the President the opportunity to speak to issues at Council • The appointed Chair should not be taking an position, their role is to make sure the meeting runs properly • The Chair (if a separate position), would have no power. A job description would need to be written for that position 	<p>Separate the roles of Chair and President 4 for, 0 against (Carried)</p>

	<ul style="list-style-type: none"> • LGAs are completely excluded from the running of Council in any meaningful respect, separating the roles would give a meaningful role to LGAs particularly Lay LGAs 	
<p>Diversity on Council</p>	<p>For greater diversity on Council</p> <ul style="list-style-type: none"> • Diversity could be enhanced through LGA appointment process. • Council should reflect the diversity of PEO’s licence holders. • How do you make it work? 81,000 members, approx. 200,000 engineering graduates – by enhancing membership in PEO, there would be a membership more reflective of society and therefore, Council would be more reflective of society. • Leveraging diversity to achieve innovation can make PEO a high-performance organization. • Diversity provides for diverse thought, thus could result in more creative decisions. <p>Issues to consider</p> <ul style="list-style-type: none"> • With an elected Council, it is difficult to ensure diversity – a policy on recruitment of candidates could support diversity. • If you want a more diverse Council, the catchment areas have to be examined, that is, divide the constituencies. • Reserve 2 seats that are Council appointed (balancing /equalization seats) – issue, how to define the 2 seats? The seats could be appointed after the election in order to bring diversity based on gaps as an outcome of the election; however, this introduces another class of Councillor. • There are many classes of diversity – difficult to represent all classes of diversity. • To remove barriers and give everyone an equal chance - “blind” recruitment of candidates for Council, candidates are not identified – rejected by TF • Make Council a more welcoming place in order to encourage more women and immigrants to run • How do you measure diversity? <p>Barriers to entry - Have a methodology to flow through the profession rather than quotas, therefore, reduce barriers to entry and you will get the diversity that is needed</p> <ul style="list-style-type: none"> ○ Examining the need for 48 months of experience ○ Reach out to students and engineering graduates to join the profession ○ Engineers in the early stages of their career have challenges to get time off work or away from family ○ reduce time commitment and workload for Council ○ examine ways to compensate Councillors and employers - employers see it more as a loss of time / productivity than of loss of money <ul style="list-style-type: none"> • Progressive membership, graduated membership 	<p>Council would benefit from greater diversity (Consensus)</p> <p>Remove barriers to entry 3 for, 0 against, 1 abstention (Carried)</p>

	<ul style="list-style-type: none"> Asking the AG to consider providing LGAs of specific disciplines to address representation issues 	
Regional Councillor/RCC	<ul style="list-style-type: none"> Provides regional representation Could be block voting of 10 RC's at Council 2 RC's are needed for continuity 	<p>Maintain 2 regional councillors per region 4 for, 0 against (Carried)</p>
Councillor-at-large	<p>For elimination of CALs</p> <ul style="list-style-type: none"> Don't need 29 Councillors to manage an organization with a budget of \$24 million <p>For status quo or increasing CALs</p> <ul style="list-style-type: none"> CALs look at the profession as a whole CALs bring broader issues to the Council table, not just regional or chapter issues No demonstrated problem with the current number Managing money is not the main job of Council 3 is too small for a critical mass - all Councillors have an over-riding duty to the profession, province, public, therefore, there needs to be a critical mass – more than 3 - by increasing the number to 5, it would bring a broader perspective, richer dialogue. <p>Issue 1 – chapter experience</p> <ul style="list-style-type: none"> Require CALs to have at least one two-year term as a RC to give experience before being eligible to be CAL - supports succession planning. <p>Issue 2 – Adding CODE rep to Council</p> <ul style="list-style-type: none"> Having a CODE member on Council could assist with resolving issues between PEO and engineering schools. 	<p>Maintain 3 CALs 2 for, 3 against (Defeated)</p> <p>Increase the number of CALs to 4 plus an ex officio member from CODE 3 for, 0 against, 1 abstention (Carried)</p> <p>Require CALs to serve as RC (1, 2-year term) to gain experience before being eligible to be a CAL 0 for, 4 against (Defeated)</p>

PROFESSIONAL ENGINEERS ONTARIO (“PEO”)

TASK FORCE ON COUNCIL COMPOSITION

THOUGHTS

LEW LEDERMAN QC, PEO PUBLIC MEMBER (“LAY LGA”)

OCTOBER 6th, 2017

EXECUTIVE SUMMARY

We found No Problems with the essential features of Council Size & Composition

Accordingly, no changes recommended in these respects.

However

We did find Problems with areas that are inextricably interconnected.

Big Problems. Fundamental Problems.

Problems that need attention – Now.

These Problems are mostly PEO's own processes & attitudes that:

(I)

Undercut Council Independence.

(II)

Undercut PEO's Statutory Regulatory Model.

(III)

Undercut the Public Interest by Undercutting LGAs.

These Problems & their associated features are set out in detail below.

PS

As the fella said:

Sorry we wrote you a long report.

We didn't have time to write a short one.

(i)

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EXECUTIVE SUMMARY

The Good & The Bad.

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The Context

Introduction

Council Size & Composition are Essentially Fine.

But there are Other "Inextricably Related" Problems that need Immediate Attention.

"In A Nutshell"

What We Have Found

Problems

Problems Yes.

But with "Process", Not "People"

Task Force Terms of Reference

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Main Frameworks

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Council's Institutional Mind & Memory. Council's Independence Too.

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FORWARD

The Context

Engineers are a “Learned Profession”.
Distinguished, Accomplished & Justifiably Proud too.

Professional Engineers Ontario (“PEO”) is mandated by Statute of Ontario as the Regulator.

All in the service of the Public Interest.

To underline the point:

PEO is not a “Club” (by whatever name), where “Members” do what they think fit.
PEO is a “Statutory Regulator”, (despite the name “Association”), run by a “Statutory Council”.

Put another way: PEO has “Statutory Duties”
Statutory Duties that are, effectively, a form of “Public Trust”.

It is, accordingly, an honour for us to serve on this Task Force.

Our job is to fulfill our Terms of Reference diligently & honestly.

In this Context.

Eyes open.

There are those that might look to us only for fulsome praise, coupled with modest fine-tuning.

They might say, as did the famous American, Stephen Decatur:
My country, may she always be right, but my country right or wrong.

We prefer Carl Schurz’s qualification:

My country right or wrong:

If right – to be kept right;

If wrong – to be set right.

In any event, our Job (*Duty*) here is not to parrot self-serving praise, mingled with fine-tuning.

If things are OK – we say so. If problems exist and improvements need making – we say so.

“Without hope of favour or fear of reprisal”, as the saying goes.

INTRODUCTION

Council Size & Composition are Essentially Fine. But there are Other “Related” Problems.

We (on this PEO Task Force on Council Composition) have held a number of Meetings.

Looked at many Precedents.

Debated Thoroughly.

Often Vigorously.

In the end, by a majority, we found No Real Problems with the Size & Composition of Council !

But there are Other “Inextricably Related” Problems with Council.

(See below.)

And, we could have stopped right there.

Our Terms of Reference fulfilled.

As for “Evidence” – In one sense, it was the “Absence Kind” of Evidence “No Problems”.

But we did find the “Other Kind” of Evidence.

And Plenty of it.

We found Council's Size & Composition, in fact, do work & work well – in Practice !

Some said: "Perhaps So".

But: Do they work *in Theory* ?

Do they follow the Approaches taken by Eminent (and Not-So-Eminent) Others ?

Well, we said:

Not only do these things also actually work in Theory

But Ontario has always been a "Leader" not a "Follower".

&

Engineers are "Practical", "Can-Do", People.

Engineers are not Philosopher "Egg-Heads".

As for the Other "Inextricably Related" Problems, Big Problems, referred to above:

They are so closely-related to our Terms of Reference to be inescapably part of them.

We identify them, and suggest ways to solve them (or at least improve upon them) below.

"IN A NUTSHELL" – WHAT WE HAVE FOUND

We set out our Thinkings & our Findings in detail on the following pages.

But here we briefly set out some "Big Picture" stuff.

1. Engineering is a wonderful Profession. A "Learned Profession". A Profession that built Ontario and Canada. A Profession with Heart & Head, Brains & Backbone. And a Future. A Bright Future for Engineers and for the Public they serve.
2. PEO Regulates Professional Engineers, by Statute, in the Public Interest. Currently there are some 75,000 Engineer-Members. But there are also some 200,000 Engineering school Graduates "in the wings", so to speak, many of them waiting to join.

This should be encouraged and facilitated. Not only are they the Future, but they represent the demographic reality of our Province and Country. They need to be recognized as PEO Engineer-Members, and accordingly, inevitably will be reflected as Council-Members.

3. PEO Council also has Government Appointed members. The Ontario Royal Commission on Civil Rights (the *McRuer Report* of 1968) lays the framework for these Members by underlining that all Council Members are to act in the interest of the Public (rather than simply in the interests of Engineers), but that these Lieutenant Government appointees (LGAs) are especially to ensure this.

There are two kinds of LGAs on Council. Lay-LGAs (minimum 3, maximum 5) and Engineer-LGAs (minimum 5, maximum 7). Some feel all LGAs should be eliminated. Some feel only Engineer LGAs (*being redundant, they say*) should be eliminated. But, while the necessary legislative amendments work their way through the system, they say: *only minimums should be appointed*. We say “Wrong”. “Dead Wrong”. On both counts*.

*(*But, currently – August 2017 – only “minimums” have, in fact, been appointed.)*

4. Given the important work that Council must – by statute – do and the Committees it must – by statute – constitute: A Council of approximately the current Size & Composition (despite inapt comparisons and impractical theories to the contrary) is needed.

This Council’s Size & Composition work. But Council’s Process does need Improving.

5. The Council’s Problem, its Big Problem is:
It is Badly Led. Unduly Constrained. And occasionally “inoculated” with Negativity.

6. **We say that the main “Fixes” for the “Bad Leadership” Problem are straightforward:**

(a) The Government should appoint the Council Chair by Order-in-Council.

That “Lay” Chair can then concentrate on improving the Council and thus PEO.

(b) As for the current “Control Group” (the so-called “Leadership Team”) that has been unduly constraining, and, indeed usurping, the Council as a whole ...

➤ **The Offices of President-Elect & Past-President should be eliminated.**

➤ **The Human Resources Committee should be trimmed back or dropped.**

7. PEO Council’s informal theme (as was suggested at a Council Retreat) should be*:
“Accentuate the Positive. Eliminate the Negative. Latch on to the Affirmative.
Don’t mess with “Mr. In-Between’.” *(*In the words of songsters Arlen & Mercer)*

Problems – Yes.

But with “Process”, Not “People”.

COMMENT (1)

We do, indeed, see Problems.

The Problems we see are, however, not with "People".

PEO's People are dedicated and able.

We are lucky to have them; and we commend them.

The Problems we see are predominantly with "Process".

Mostly cumulative over time.

Some intended.

Some not.

Some, seemingly, a result of misunderstanding.

Some perhaps even (as has been said elsewhere in another connection) of "absent-mindedness".

In any event, they need Solutions.

And we suggest those Solutions that make sense to us.

Agree	Disagree	No Opinion
S.D. L.L. T.K. W.K.	R.J.	

A final introductory point:

As above: Where Problems exist and Improvements need making – we say so.
We take no pleasure in this. In many cases, it is simply a case of “Errors Happen”.
Or, sometimes, simply that “Times Change”.

Others, though, are:

Sad & Disappointing.
Unworthy of a “Learned Profession”*.

*A famous man, as a form of explanation of such “Misadventures”, once said:

“It can’t be French, because it is silly.”
(“C’est pas français, parce que c’est fou.”)

Task Force Terms of Reference

To examine Council size and composition.

1. Examine the issue of Council size and composition including an analysis of board sizes and compositions at other self-regulating associations in Ontario and other engineering associations across the country.
2. Provide a report to Council no later than at its September 2017 meeting, detailing pro', con's, principles and recommendations regarding Council size and composition.

[See Comment 2 Below]

3. Circulate the draft report to the HRC and ACV for peer review prior to submission to Council.

[See Comment 3 below]

COMMENT (2)

Not all Task Force Members have personal knowledge of the Facts on which some Comments are based.

If this is the case, they say so in an accompanying Note.

Agree	Disagree	No Opinion
L.L. R.J. T.K. W.K.		S.D.

COMMENT (3)

Given the views presented here below:

That the Leadership of Council is inadequate.

That HRC be either eliminated or drastically trimmed back.

That the “Ps” (President, President-Elect & Past-President) be circumscribed.

It is inappropriate that HRC or the “Ps” have roles in “Peer Reviewing” this Report, although, of course – as individuals – they have the right to comment on it in open Council. However, again, the President – being conflicted – should not act as Chair of that Council discussion.

Agree	Disagree	No Opinion
L.L. R.J.	W.K.	S.D. T.K.

Task Force Members

Annette Bergeron, Sabrina Dias, Roger Jones (Vice Chair),
Wayne Kershaw (Chair), Tim Kirkby, Lew Lederman

Task Force Staff

Scott Clark, Ralph Martin, Dale Power

Task Force Meetings

October 20th, 2016, January 19th, 2017, February 16th, March 20th, May 4th,
June 15th, July 13th, August 10th...

PART ONE - OVERVIEW

Bottom Lines

*There are No Demonstrable Problems with Size or Composition –
If the matter is Narrowly Viewed:*

Having (as instructed) canvassed the appropriate sources, and analysed their relevance to PEO,

We have not found problems with the frameworks for Council's Size or Composition – *per se*.

The perpetual potentials for endless “tinkering” (that exist in all organizations) aside ...

Neither demonstrable practical problems nor theoretical problems.

No problems – *per se*. So no need for solutions – *per se*.

But on a Proper View – There are Needs, Big Needs for Improvement, Overall:

We have, however, found areas – fundamentally interconnected areas – that need improvement.

Indeed, some of these areas represent fatal flaws that “cry out” for improvement. Now.

To a large degree, these areas – once identified – are “Self-Evident” to those who would look.

We are Mandated to look. And we have.

Eyes open: It is our Duty to speak.

COMMENT (4)

The Biggest of these areas “crying out” for improvement is Council Leadership (!)

Whatever the Size or Composition of Council ...

If badly led, it will not function well. It may not even function passably.

There are, unfortunately, clear and consistent indications that Council is, indeed, badly led.

In a nutshell: The most important (though not the only failing) is

That Council is NOT Independent of Management.

Agree	Disagree	No Opinion
L.L. R.J. W.K.		S.D. T.K.

This may initially strike some readers as either “Heretical” or at least “Disloyal”. It is Neither.

It is merely Accurate. Plain & Simple. And to quote American journalist Edward R. Murrow:

We must not confuse dissent with disloyalty.

When the loyal opposition dies, I think the soul of America dies with it.

COMMENT (5)

It should go without saying, but seems to need saying in this Council's context anyway:

Proper Leadership involves Inspiration & Encouragement too.

Agree	Disagree	No Opinion
S.D. L.L. R.J. T.K.	W.K.	

When we identified and analysed the areas central to our Issue ...

We looked for two kinds of things:

(I)

Things that were there.

Right or Wrong.

(II)

Things that should have been there.

But were not.

We set out the first Group throughout this Report:
These are the “Problems” we see & the “Solutions” we propose.

So, what we identify here below (and to a degree elsewhere), and we believe need to be structurally addressed (perhaps each in their own “Plenary” Council Session) are:

“The Shoulda Been Theres”

“The Missings”

“The Orphans”

of this Great, Distinguished, Accomplished, Justifiably Proud, and “Learned” Profession that has built our Province & our Country, and should continue do so.

These are:

EXCITEMENT & CHALLENGE.

INSPIRATION & CURIOSITY.

ADVENTURE & ACHIEVEMENT.

COMMENT (6)

The issue of the desirable Size and Composition of Council necessarily must turn on:

***What the Council is mandated to do; and
How it should go about doing it.***

The first turns on the Facts, the Facts established by & in our Frameworks.

The second turns on: "Straight-Thinking" or what is now often called "Corporate Governance".

Agree	Disagree	No Opinion
S.D. L.L. R.J. T.K. W.K.		

To address "Corporate Governance" first, as it should be, in a sense, simpler in concept and more straightforward, but more importantly: may, nevertheless, take some extra time to sink in.

I say "in a sense, more straightforward", because, as (again) Edward R. Murrow put it:

"The obscure we see eventually. The completely obvious, it seems, takes longer".)

Some Elements of Corporate Governance

Stewardship

In the 1994 the Toronto Stock Exchange Committee on Corporate Governance in Canada (the Dey Committee”) in response to well-publicized corporate inadequacies, issued a Report titled

“Where Were The Directors ?”

This (“Dey”) Report is as applicable now as then, and as applicable to Statutory-Corporation-Regulators as well as to Business-Corporations.

Its first, and moreover, among its most fundamental “Guidelines” (p. 4) was on Stewardship.

“The board of directors of every corporation should explicitly assume responsibility for the stewardship of the corporation”.

COMMENT (7)

“Stewardship” is, unfortunately, not a term typically (if ever) heard at PEO Council.

Agree	Disagree	No Opinion
L.L. R.J. T.K.		S.D. W.K.

Independence

Another critical Dey “Guideline”, indeed what is considered to be its most fundamental and most critical Guideline, was ensuring the Independence of the Board from Management (p. 5):

“Every board of directors should have in place appropriate structures and procedures to ensure that the board can function independently of management.”

“An appropriate structure would be to (i) appoint a chair of the board who is not a member of management with responsibility to ensure the board discharges its responsibilities or (ii) adopt alternate means such as assigning this responsibility to a committee of the board or to a director, sometimes called the ‘lead director’.”

Responsibility

In the 1986 Report of the Inquiry into the Collapse of the CCB and Northland Bank, the Hon W.Z. Estey, Commissioner, made the following comment respecting the Board of Northland:

The directors of the [Northland] bank likewise relied heavily on others, this time the management. Little evidence was seen of challenge to management’s actions ...

The most serious characteristic of this Board, taken as a whole over the life of the bank , was a lack of anything approaching a detailed knowledge of the business of the bank. (p. 10)

COMMENT (8)

The Dey Guideline on Independence should be implemented.

Now.

On its own, implementing Council Independence will address much that is wrong at PEO.

Moreover, this “engine” will drive the Stewardship & Responsibility Guidelines.

More on the “Hows” of this below.

The Central & Critical Key, however bears underlining.

A temporary Independent Chair – could be appointed immediately: by Council.

With a permanent Independent Chair – to be appointed, as soon as possible : by Government*.

(*Some suggestions as to a possible approach to this Appointment are set out in Part Ten.)

Agree	Disagree	No Opinion
S.D. L.L.	R.J. W.K.	T.K.

PART TWO – MAIN FRAMEWORKS

Statute – Professional Engineers Act (the “Act”)

RSO 1990, C. 28

The PEO web site (6/22/2016 version) says:

The first law related to professional engineering in Ontario was created in 1922 and allowed for the creation of a voluntary association to oversee registration of engineers. The Act of 1922 was “open”, meaning that membership in the association was not mandatory for those practicing engineering.

In Ontario, regulation of engineering practice dates to 1937, when the professional Engineers Act was amended and the engineering profession was “closed” to non-qualified individuals; that is, licensure was made mandatory for anyone practising professional engineering.

COMMENT (9)

It is reasonably obvious, even to the non-expert observer, that the two “models”:

That of a “voluntary, member-controlled association” and

That of a “mandatory government regulated body”

Co-exist uneasily & largely unreconciled in today’s PEO.

This can be seen several ways, the principal one being:

Election of the “Ps” (President, President-Elect, Past-President) who Control PEO & Council

– as the core of the so-called “Executive Leadership Team” –

by the Members.

In other words, though Council (by Statute) is the “governing body of and board of directors” of PEO, charged with “managing its business and affairs”:

Council does not elect the “Ps”, nor are they, practically-speaking, accountable to Council.

Agree	Disagree	No Opinion
S.D. L.L. T.K.		R.J. W.K.

The Act [Council of Association] section 3(1):

The Council of the Association is continued and shall be the governing body and board of directors of the Association and shall manage and administer its affairs.

The Act [Composition of Council] section 3(2):

The Council shall be composed of,

- (a) not fewer than fifteen and not more than twenty persons who are members of the Association and who are elected by the members of the Association as provided in the regulations; [Elected Engineers”]*
- (b) not fewer than five and not more than seven persons who are members of the Association and are appointed by the Lieutenant Governor in Council; [Engineer-LGAs]*
- (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 or Act or licensed under this Act and who are appointed by the Lieutenant Governor in Council. [Lay-LGAs]*
- (d) the holders of offices prescribed by the regulations who are not members of Council under clause (a), (b) or (c).*

COMMENT (10)

So, that makes a maximum* of: 20 Elected Engineer Council Members & 12 Appointed.

With further ex-officio "officer" Council Members (if they are not already Members).

(*Assuming all positions are filled.)

Currently, according to the PEO web site:

Elected Members & the "Ps"& VP = 17. Engineer LGAs = 5. Lay LGAs = 3.

Agree	Disagree	No Opinion
S.D. L.L. T.K.		R.J. W.K.

It should be noted that on or about April 17th, PEO Management made a presentation (by Power Point – so, though we have a copy, as we do not have the script: we therefore do not have a complete picture*) to Staff in the Office of the Attorney General respecting, *inter alia*, the Size and Composition of Council – the very subject matter of our TFCC study then underway (!)

**The Power Point is, however, reasonably clear in three respects:*

First: That Management is advancing Policy positions for PEO, in other words for Council.

The presentation says: "PEO supports ..., PEO feels ..."

Second: That Management has, in effect, prejudged TFCC's and Council's views on LGAs:

While PEO supports LGA appointments to its Council, PEO feels that: LGA appointees should be limited to two terms of three years each for a maximum of six years on Council. The government should make every effort to keep the LGA numbers at the minimum levels (i.e. five member and three lay LGAs. LGA appointments should help PEO round out collective Council competencies and enhance Council diversity."

Third: That Management, in effect, takes the *surprising stance* that there is a PEO position on Policy that is somehow, free-standing, independent of Council. (Which, by Statute, is in charge.)

When it was suggested – at TFCC – that this position taken by Management was, in effect, a *usurpation* of Council, undercutting “the Rights & Privileges of LGA Councillors and of PEO overall”, it was explained by one member that this had been the “traditional” PEO view.

The Act [Meetings of Council] section 3(12):

The Council shall meet at least four times a year.

COMMENT (11)

It goes without saying, but should be said anyway:

***If Council cannot – by Law – act except through Meetings,
And, if it is “Proper Governance” for Councils to Do More & Delegate Less,***

Then, other things being equal:

***Since: the fewer the Meetings, the less that gets done,
It necessarily follows that there should be More Meetings.***

At least 6.

Plus, of course, provision for “Specials”.

Agree	Disagree	No Opinion
L.L. T.K.	W.K.	S.D. R.J.

The Act [Regulations], section 7(1):

Subject to the approval of the Lieutenant Governor in Council and prior review by the Minister, the Council may make regulations,

4. *prescribing positions of officers of the Association and providing for their election or appointment;*
5. *respecting the composition of the committees required by this Act, other than the Complaints Committee, Discipline Committee and Registration Committee, the mechanism of the appointment of members of the committees and procedures ancillary to those specified in this Act in respect of any committee;*

The Act [By-laws] section 8(1):

The Council may pass by-laws relating to the administrative and domestic affairs of the Association not inconsistent with this Act and the regulations and, without limiting the generality of the foregoing,

10. *prescribing the duties of the officers of the Association.*

Regulation 941 (Ontario)

(RRO 1990)

Member” means a member of the Association. (Section 1)

Fifteen members shall be elected to the Council as follows (Section 2):

1. *Thirteen members shall be elected to the Council for a two-year term of whom,*
 - i. *three members shall be elected as councilors-at-large by and from among the Members*
 - ii *two members shall be elected by and from the Members in each of the five Regions.*

Two members shall be elected annually by and from among the Members as president-elect and a vice-president.

There shall be the following additional officers of the Association (Section 3(1):

(1)

The president, who is a Member and who was president-elect in the immediately preceding year.

(2)

A vice-president, who shall be appointed annually by Council from among its members elected or anointed under clause 3(2)(a), or 3(2)(b) of the Act at a meeting of Council ...

(3)

The past-president, who is a Member and who was the president in the immediately preceding year.

COMMENT (12)

Accordingly, all three of the “Ps” – President, President-Elect, and Past-President – must (by section 3(1)) be Members of PEO (ie., Professional Engineers).

The Vice-President (by section 3(2)) is to be an LGA.

There is only reference to “a” Vice-President (ie., only “one”).

However, later* “two” are referred to).

(*Executive Committee membership, section 28)

Agree	Disagree	No Opinion
S.D. L.L.	W.K.	R.J. T.K.

Executive Committee membership is provided for in section 28(1) – See below.

Executive Committee powers are provided for in section 29 – See below.

PEO By-Law No. 1

(June 2016)

COMMENT (13)

It is interesting what things are not in this By-Law.

What are not there include Position Descriptions for the “Ps”, or for a Council Chair.*

**President, Past-President, President-Elect.*

Perhaps these Descriptions can be found (or cobbled together) from other sources; but for authoritativeness & convenience of reference: they normally should be in an organization’s By-Laws.*

*(*Sometimes navigating the often complex PEO materials is difficult, even to the experienced.)*

Agree	Disagree	No Opinion
S.D. L.L. R.J.		T.K. W.K.

A minimum of four Meetings of Council are provided for in section 11 – See below.

Minutes of meetings are addressed in section 24, as follows:

In the absence of proof to the contrary, minutes of any meeting of the association or of the council or of a committee purporting to be signed by the president, the president-elect, or the past president and by the registrar or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.*

*When it was suggested by a Council Member at a meeting (June 23rd) to the Registrar, that as registrar: it was not proper Corporate Governance practice for him to also act as Council Secretary, he later took the position that this [section 24] provision authorized him to do so.

The Member disagreed. He stated that a “Player in a Game”, cannot also be “Score-Keeper”. (Other aspects of this matter are discussed in more detail below.)

PEO Council Manual (September 2003)

7.6.7 Council Minutes

No later than three business days after each Council meeting, Councillors are provided a list of all the motions passed at the meeting ... The list is in draft form as the motions are not considered final until the minutes have been verified at the next meeting.

*Draft minutes of Council meetings are sent to Councillors three weeks after the meeting. At that time, Councillors are requested to clarify any questions about the minutes (any errors or missing meaningful comments) with staff or others** **before** the minutes are distributed with the agenda for the next meeting. Councillors are provided another opportunity to clarify matters before the meeting when reviewing the Council package...*

*** “Staff or others” is an unusual way to put it. Normal practice would be to make comments to the Corporate Secretary, who would be the one drafted them (or was at least in charge of the drafting). However, there is no listing of “Corporate Secretary” on the PEO lists. (The closest, by title, are: “Manager, Secretariat”, and “Secretariat Administrator”.)*

Council's Institutional Mind & Memory. Council's Independence Too.

The reasoning for the Position of Corporate Secretary as an "Officer of Council"

– an Officer of Council with Brains & Backbone –

Independent of Management,

is as follows:

(I)

The Council is, by Statute, the body in charge of PEO.

(Management reports to Council – not vice versa.)

(II)

Council must be Independent of Management.

(This is uncontested. See the "Dey" Guidelines, set out earlier, for example.)

(III)

To make decisions, Council must have a "Directing Mind".

(IV)

To have a "Directing Mind", Council must have Processes and a Memory.

(V)

The Minutes are the core of Council's Memory.

(VI)

The Corporate Secretary is entrusted with drafting the Minutes – for later approval by Council.
In doing so, she/he (takes advice but) makes the decisions, and can take “direction” from no one.*

*(*The exact words chosen very often do matter. A lot. As well as the words not chosen.)*

As has been said:

Minutes are what happened.

Not what someone wishes had happened.

If called upon to deviate in the drafting
– in her/his professional judgment, wrongfully –
She/He can appeal to the Board.

And if She/He is not then satisfied: Her/His “hammer” is:
That She/He can resign, with reasons, and, by doing so, maybe “bring the whole house down”.

That is why the Corporate Secretary must be an “Officer” of Council.

PART FOUR

The McRuer Report 1968 (Ontario)

(Royal Commission Inquiry into Civil Rights)

Professor Mullan in 2005 called the McRuer Commission “undoubtedly one of the watersheds in the evolution of Ontario administrative law and, indeed, the administrative law of Canada.”

Boyer in 1994 wrote “the driving spirit behind McRuer was his passion for justice. He believed the justice system should serve the oppressed, regardless of their ability to pay. McRuer saw a pressing need to adapt the law so that it would better serve all people ...”

[Why Self-Regulation. Why Lay Council Members.]

The traditional justification for giving powers of self-regulation to any body is that the members of the body are best qualified to ensure that proper standards of competence and ethics are set and maintained. There is a clear public interest in the creation and observance of such standards...

[B]ut there is a real risk that the power may be exercised in the interests of the profession or occupation rather than that of the public. This risk requires adequate safeguards to ensure that injury to the public interest does not arise.

We recommend that the principle applied in creating the British Medical Council be adopted in Ontario. Lay members should be appointed by the Lieutenant Governor in Council to the governing bodies of all self-governing professions and occupations. (Report 1, Vol. 3, p1166)

COMMENT (14)

Whether in the briefing materials provided to new Council Members

Or in the Reports & Recommendations that typically are presented to Council:

The McRuer Report (and its underlying principles) are seldom (if ever)

mentioned, much less given a role of importance.

Moreover, and very critically, these explanations of

“Why Self-Regulation ?” and “Why Lay Members ?”

are not given.

This omission sheds a great deal of light on two Erroneous Attitudes that crop up too often at PEO:

Two Erroneous Attitudes – that are Fundamental & Internecine, Destructive & Debilitating, Poisonous:

First: That PEO is a form of “Members-Only Club”.

Second: That Appointed Members* of Council are illegitimate interlopers, to be ignored or ring-fenced.

(*Whether “Lay” appointees or, with not a little degree of irony: “Engineer” appointees.)

Agree	Disagree	No Opinion
L.L. T.K.	R.J. W.K.	S.D.

[Why Lay Members Must Sit on a Profession’s Discipline Panels]

In general, questions of professional or occupational misconduct, incompetence and unethical practices are matters which the leading members of a profession or occupation should be best able to judge. However, the ability born of experience to decide what is and what is not professional or occupational misconduct, is not necessarily the same thing as the ability to occupy satisfactorily the seat of justice. There is in the present situation a very real danger that the protection of the public, professional and occupational interests will cause the other interests involved to be disregarded.

The practitioner against whom disciplinary proceedings are directed has a very real interest in the fairness of the proceedings. Basic concepts of penal justice, such as the presumption of innocence, have just as much place in such proceedings as in courts of law. Unless the interests and rights of the accused are protected under the present system, or unless the present system can be modified by the introduction of safeguards for those interests and rights, the argument is very strong that the right to dispense private professional penal justice should be withdrawn and all disciplinary matters be decided by the courts of law.

(p1183)

COMMENT (15)

As will become obvious in the “Problem” situations set out below:

These fundamentals described by McRuer simply do not seem to resonate as much as should be at PEO.

Certainly they did not resonate in the Council proceedings of June 23rd, 2017, where a Member-initiated “Discipline Framework” Motion, centred on ensuring & manifesting “Fairness”, but competing with a partially-conflicting Management Motion (indeed, moved by the President-Elect)

was given a less-than-enthusiastic reception by the PEO President, who was also functioning (in a dual capacity) as Council Chair.

And, moreover, the Chair of the Discipline Committee was denied an opportunity to speak (!)

In essence, on June 23rd, the PEO President (who appeared to be not in support of the Framework), was seen to demonstrate, by conduct, that it was simply not possible – even with sincerity and the best intentions, which “sincerity” and “best intentions” are not disputed here – to also act with the neutrality that should be expected (in fact required) of a Council Chair.

Whatever Theory and Wishfulness might otherwise say:

The President-Chair’s dual roles made him Unavoidably Conflicted.

He was, at the same time, the senior member of PEO’s so-called “Leadership Team” and Council Chair. By definition – given the opposing sides of the issue – serving impossibly conflicting loyalties.

And thereby ...

Council Deliberations suffered.

PEO’s Duty suffered.

Agree	Disagree	No Opinion
S.D. L.L. T.K.		R.J. W.K.

PART FIVE

The “Curious Case” of the Engineer-LGAs

A major debate occurred at TFCC (over several meetings) as to whether we should recommend that the Government eliminate the whole category of Engineer-LGAs (sometimes called Member-LGAs), as we were told by a TFCC member, who had been around longer than most of us:

The desirability of this is elimination was explained (albeit unconvincingly) as

“The Traditional PEO View.”

Well, as of the last vote on the matter, our decision was that Engineer-LGAs should stay.

Those speaking for elimination argued basically:

- That the original purpose of having Engineer-LGAs was to provide a proper specialist expertise for Discipline Panels, but now we have too many specialties for this.
- That Engineers can and should run for election, not “end-run” this democratic process through political arrangements.
- Only “Lay” LGAs should act in the sort of “Public Interest” spoken of by McRuer.

Those speaking for retention argued (as it turned out, winningly):

- That no evidence (aside from oral recollections) was ever presented that the category of Engineer-LGAs was “once-upon-a-time” originally created to fill expertise “gaps”.
- That, even on Discipline Panels, non-expert Panel Members may not take evidence from other Panelists (in open hearing or *in camera*), no matter how expert they are.
- That government appointments are part of how government works; meet government criteria as seen by government; and are, by no means, somehow “tainted”.
- Practice has shown that many leading Council Members have been Engineer-LGAs.

- Indeed, appointing both Engineer-LGAs and Lay-LGAs already serves the demonstrable and successful purpose of putting people on Council who are *more representative* of the population of Ontario as it is now (ie., *more diverse*), than might otherwise be.

In any event, all this being said, to eliminate (or limit the numbers of), Engineer-LGAs would not only not solve a Demonstrable (or even Theoretical) Problem, it would also be a very big mistake.

A very big mistake, because:

Even if not a “stalking horse” for the elimination of Lay-LGAs too, it could demoralize them.

It would be an “*in terrorem*” threat to every Member, showing any Member could be removed.

It would thus – in appearance & in fact – go a long way to “poisoning (already polluted) water”.

PART SIX

Opportunity, Openness, Fairness, Diversity

It is well known that the Ontario government encourages, often with the “teeth” of legislation, all major parts of the Public Sphere and the Private Sphere too, to adhere to providing certain basic Rights to all people in the Province, especially providing everyone with what could be called:

The Opportunity to Participate in our Economy & Polity.

Openness & Fairness in the Work Place.

Diversity as a Goal & a Strength.

These “Rights” not only have status and merit on their own, but they interrelate.

And provide Strength & Success to those who give effect to them.

Opportunity – The “Missing” 200,000

A glaring, but so far by-and-large, unacknowledged, issue for PEO itself the inability – verging on perceived unwillingness – to further the “as-early-as-reasonable” admission to PEO membership as “Professional Engineers” of a reasonable proportion of (by some estimates) the 200,000 Engineering Graduates of accredited universities who, it appears, may be waiting. This issue, in fact, goes beyond PEO (possibly by uninspired bureaucracy) “not furthering” admission, but also, perhaps, by setting unreasonably high or unnecessary standards for membership. This needs looking into. Thoroughly & Impartially & Expeditiously. By Council and/or Government.

Openness & Fairness

All Professional Regulators are required to be “Open & Fair” in setting and administering
(on a timely basis) objective and reasonable admission requirements.

Admission is a “Right”, not a so-called “Privilege”.

And, once they are “members” the Regulator must be “Fair & Open” in the way it treats them.

Diversity

As a Societal Goal: “Diversity” connotes Equality of Opportunity.

As a Strategy: “Diversity” connotes Success.

COMMENT (16)

Of course, responsible organizations recognize these “Rights”.

They do it because they are “Responsible”.

They also should do it because they are “Smart”.

Agree	Disagree	No Opinion
S.D. L.L. R.J. (Part 6) T.K. W.K.	R.J. (Part 5)	

PART SEVEN

Some Other Frameworks

FIRST "CONTROL POINT" – THE SO-CALLED: "EXECUTIVE LEADERSHIP TEAM"

Registrar working with the Executive Leadership (Item 1.):

In order to ensure continuity of direction over time, in order to maintain a broad base of input and support from the volunteer organization, it is intended that the Past President, President, and President elect will consult extensively with each other and with the registrar on matters of direction, on new initiatives, and on other matters that may arise from time to time where council has not established clear policy or direction. This group of four Officers is referred to collectively as the Executive Leadership Team, operating through consensus with no assumed powers. (PEO Council Manual, September 2003)

COMMENT (17)

Very revealingly ...

***Although there is a mention of the Registrar
there is no mention – in this "Executive Leadership Team" –
of the distinct category of "Council Chair", as a person or as a role.***

***The implication is as clear as it is inescapable:
The Council Chair simply does not count.
Not a very far step from "The Council does not count."***

Agree	Disagree	No Opinion
S.D. L.L. T.K.		R.J. W.K.

Please note: that referring to the role played by the so-called “Executive Leadership Team”...
as “a Control point” is not a “Compliment”.

PEO Council is not akin to a Legislature or Parliament.

Where – by custom – Premiers or Prime Ministers are elected by their Parties as Leaders.
And Party Members are elected by the People, knowing their Party-Affiliations & Allegiances.

And then these Party Members (usually) follow the instructions of those Leaders.

Unless, of course, they overthrow them, which by Law, they can do.

PEO Council is not akin to this.

It is made up of Members (Elected and Appointed).

Who have Duties Specified by Law.

Specified by “Law” – Not Specified by a “Control Group”.

PART EIGHT

Committees & “Control Points”

The Act provides (section 10 (1)):

The Council shall establish and appoint the following committees:

- (a) Executive Committee;
- (b) Academic Requirements Committee;
- (c) Experience Requirements Committee;
- (d) Registration Committee;
- (e) Complaints Committee;
- (f) Discipline Committee;
- (g) Fees Mediation Committee,

and may establish such other committees as the Council from time to time considers necessary.

COMMENT (18)

These Committees are important.

Very important.

More so – they are critical to PEO’s functioning.

They need members*, a substantial number of whom should be drawn from Council.

****Indeed, recently (August 2017) there has been difficulty in getting the necessary LGAs to participate in an already scheduled Disciplinary Panel.***

This alone

*– especially coupled with the need to Regulate an Engineering Profession of 75,000**–
surely reinforces the need for a Council of close to current numbers.*

If not more.

Certainly, it argues for Government appointing LGA “maximum” numbers, not “minimums”.

*****As addressed earlier, there appear to be another 200,000 potential (“untapped”**) PEO members.***

Agree	Disagree	No Opinion
S.D. L.L. T.K. W.K.	R.J.	

***And, whether these 200,000, or a significant part of them, are “untapped”,
for good reasons, or for “not-so-good” reasons,
would be a good topic for a well-briefed,
well led & unconstrained “look-see”.

Maybe by Council. Maybe by Government. Maybe by Both.

And, with respect to the Executive Committee, (Act section 11):

The Council may delegate to the Executive Committee the authority to exercise any power or perform any duty of the Council other than to make, amend or revoke a regulation or by-law.

The Regulation provides (section 28(1)):

As to Membership:

The Executive Committee ["ExC"] shall consist of:

- (a) The president;
- (b) The president-elect;
- (c) The immediate past president;
- (d) The two vice-presidents; [*Regulation section 3(2), however, speaks of only one vice-president*.*]
(*This anomaly is, so far as review of PEO documents has gone to date, unexplained.)
- (e) One or more other members of the Council from time to time appointed by the Council.

And, as to Powers:

The Executive Committee (section 29),

- (a) may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions;
- (b) may consult with other committees of the Council;
- (c) shall act upon or report upon matters that are referred to it by the Council;
- (d) may advise the Registrar or any other officer or official of the Association on matters of policy;
- (e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association;
- (f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and
- (g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations.

COMMENT (19)

It is important to note:

ONE

***That the Executive Committee’s membership is effectively identical to that of HRC*.
(*“Human Resources Committee”)***

TWO

***That, as earlier stated: the “Ps” and the Vice-President(s) all lack By-Law-Based job descriptions.
(Or, by observation at Council, clear work that they actually do – other than sit on ExC & HRC.)***

THREE

***That ExC has authority respecting both the Registrar and Salaries.
(Again, effectively identical to HRC, and in corporate hierarchical authority: Superior.)***

FOUR

***That ExC may only act for Council respecting general matters if they are “urgent”.
(By normal corporate practice: This is a fundamental & very necessary limitation and control.)***

FIVE

***That ExC is both “authorized” & “constrained”.
It is authorized & constrained in what it can do & how it does it – by Statute.
It is constrained in ways that the non-statutory HRC is not.***

Agree	Disagree	No Opinion
L.L.		S.D. R.J. T.K. W.K.

OTHER COMMITTEES

By-Law No. 1 provides (section 30(1)):

In addition to the committees prescribed by the Act, the Council may also from time to time appoint such other committees as it considers desirable to assist it in the management of the affairs of the association including, but not limited to:

- (a) Legislation Committee;
- (b) Professional Standards Committee;
- (c) Finance Committee.

COMMENT (20)

Given the pre-eminent importance and central position it presently occupies...

It is surprising that HRC was not included in this list when the By-Law was last addressed.

Agree	Disagree	No Opinion
S.D. L.L. R.J. T.K.		W.K.

COMMENT (21)

The "Elephant-In-The-Room" in this case surely is

Just why was HRC created ?

**Maybe there is a sound explanation
(and hopefully not the tired old: "efficiency & effectiveness" one).**

But

The questions have to be asked:

Was it, as it seems: Essentially to avoid the constraints of the ExC ?

And also to avoid the constraints of Council ?

Agree	Disagree	No Opinion
S.D. L.L.		R.J. T.K. W.K.

Human Resources Committee (“HRC”)

PEO’s web site (7/31/2017) describes the HRC as follows:

Committee that conducts the recruitment process and reviews the performance and salary of the registrar. It also acts as mediator when resolution cannot be met between staff, Registrar and volunteers. Members are assigned from the current members of Council. Membership: currently 5 members; President, President-elect, Past President, and at least one current member of Council.

HRC’s Terms of Reference (Issue Date: April 2012, Review Date: April 2015):

COMMENT (22)

This HRC “Mandate” – coupled with “Duties and Responsibilities” – is both mundane and also broader than that of the Executive Committee.

Moreover, it has fewer limitations.

It, accordingly, can be said to amount to a “Super-Executive-Committee”.

And it seems a likely “ultra vires”, Super-Executive-Committee at that.

As stated elsewhere:

HRC should either be “trimmed-back” or eliminated. Ideally the latter.

Agree	Disagree	No Opinion
S.D. L.L.		R.J. T.K. W.K.

PEO's web site uses the heading:

(HRC's) Legislated* and Other Mandate approved by Council:

(*It is unclear what "Legislated" means, as HRC does not seem to appear in the Act or Regulation.)

- To conduct the recruitment process for the position of CEO/Registrar and make recommendations to Council; participate in the selection of senior staff.
- To review the performance and compensation of the CEO/Registrar and make recommendations to Council;
- To establish annual measurable goals and objectives for the position of CEO/Registrar for Council's review and approval;
- To work with the government appointments secretariat regarding LGA appointments;
[See Comment 23 Below – Item 1]
- Act as reviewer on significant staff human resources issues.

Key (HRC) Duties and Responsibilities ("Ds & Rs"):

1. To annually review staff compensation and recommends to Council for approval.
2. To annually review the performance and compensation of the CEO/Registrar.
3. To conduct the recruitment process, when required, for the position of CEO/Registrar.
4. To provide oversight and monitor the duties and responsibilities of government appointees.
[See Comment 23 Below – Item2]
5. To advise Council with respect to governance related matters of organizational effectiveness of members of Council and to make recommendations to Council relating to these matters;
[See Comment 23 Below – Item 3]

[Assessment, *inter alia*, of Council members],

[Annual Survey & Recommendations]

[Policies],

[Remuneration],

[Succession Planning],

[Council Recruitment]

More on HRC

COMMENT (23)

***Barring some “Damascene” revelation to the contrary,
the following points seem self-evident.***

- 1. Liaison with the Government would seem most appropriately be a Chair-of-the-Council* role.
*If such a position existed – independent of the President & Management.***

- 2. HRC “overseeing” & “monitoring” LGAs (or, indeed, any Council member) is not only presumptuous & indeed insulting,
but also likely ultra vires.***

***These particular “Duties” & “Responsibilities”:
Amount to wrongful & monumental over-reach.
All by themselves.***

***This surprising purported self-grant of what is clearly excess authority could, indeed, “should”,
well justify discontinuing HRC entirely.***

***The ExC can do all that needs doing: Salary & Registrar relations, its “mundane” cores,
are already on the Ex C list. Arguably, HRC has usurped it.***

***In any event, this sort of thing is simply-put unworthy of a “Learned Profession”, much less a Regulator entrusted with
power by Statute of Ontario.***

- 3. This wide range of items is much too much an unrestrained (and de facto likely unrestrainable)
“carte blanche”.***

It constitutes ostensible & arguably express authority to those who might be inclined to see it too broadly as authority – under colour of right – to conduct (or to threaten a perceived dissident with) an “Inquisition”.

Anglo-American Law moved well beyond this sort of thing a very long time ago !

This repugnancy for absolutism (real and in-expectancy) is in fact sometimes called part of the Law’s “Golden Thread”.

4. *Accordingly, for all these reasons – unless some surprising justifications, proper justifications, are somehow produced – HRC should be “trimmed-back” or eliminated. Ideally the latter.*

Agree	Disagree	No Opinion
L.L.		S.D. R.J. T.K. W.K.

PART NINE

Problems Grouped & Analysed

COMMENT (24)

In describing these “Problems” we must underline what we said earlier:

These are problems of “Process”.

These are NOT problems of “People”.

To be specific, so as not to be misunderstood:

***We have not found, nor do we suggest or imply: lack of ability/diligence, or bad faith/bad intentions
to anyone.***

Agree	Disagree	No Opinion
S.D. L.L. R.J. W.K.		T.K.

The Problems we see, which are not with Council Size or Composition
but which are inextricably linked to them

– whether in supplement to, or in addition to those highlighted in Comments, earlier made –

can, we suggest, be called:

“Fundamental & Existential”.

We will not re-describe them (or underlying facts & analyses) here, except to “Group” them as:

(I)

Undercutting Council Independence.

(II)

Undercutting the Statutory Regulatory Model.

(III)

Undercutting the Public Interest by Undercutting LGAs.

UNDERCUTTING COUNCIL INDEPENDENCE

Lack of proper Council Leadership.

Keeping Meetings & Key Deliberations to a Minimum.

de facto wrongful (though often obscured) control of Council by the “Ps”.

*de facto wrongful (though, typically obscured) control by Management of Council’s
Institutional Mind & Memory.*

UNDERCUTTING THE STATUTORY-REGULATORY MODEL

Diminishing PEO as Statutory Regulator by enhancing the “Club” model.

UNDERCUTTING THE PUBLIC INTEREST BY UNDERCUTTING THE LGAs

Though LGAs are specifically tasked by McRuer with defending the Public Interest ...

*de facto control of Council & of Management & thus de facto control of much of the ambit of the LGAs
– by the “Electeds” –*

has diminished LGA importance and influence generally

&

even now, reached to the point of encouraging the elimination “Engineer-LGAs”

&

must consequentially and inevitably serve, already, to threaten and potentially demoralize “Lay-LGAs” ...

*The Chain-of-Logic thus leading
as Night follows Day*

To Undercutting the Public Interest.

PART TEN

A GOVERNMENT-APPOINTED COUNCIL CHAIR – POSSIBLE APPROACHES

Qualifications:

A Non-Engineer.
Educated & Experienced.
Good Brains & Solid Backbone.

Been “Around-the-Block”.
Understands People & Process, Honour & Duty.

A “Good Listener”.
A “Square-Shooter”.

Terms of Appointment:

Chair of PEO Council & Member of Council.
(Part Time)

By Order-in-Council
During Good Behaviour
(“Quamdiu Se Bene Gesserint”)

Time-Frame:
Term of Five Years – Renewable.

Remuneration:

Comparable to Registrar –To be Set by Order-in-Council.
To be Paid by Ontario Government* Direct.

Standard Benefits.
(*Government to be repaid by PEO.)

Authority:

Authority to be spelled out in By-Law.
See Dey Report, McRuer Report *et al.* for some background.
(A Chair who has been “around-the-block”, will have views. Listen to them.)

Some Keys are that the Chair:

Understands that She/He is Not “Management”.
Has base of normal Chair Powers.
Focuses on the Council.
Has “The” exclusive Liaison Role with the Minister.

AFTERWORD

A Call To Action

This is not, we suggest, a Report to be “peer-reviewed” (especially by those whose structures are criticized), nor filed away, nor mulled over ...

It is, in every real sense:

“ A Call to Action. Immediate Action ” .

By Council itself and/or by Government.

While there is much at PEO that is Right: Predominantly its “People”.
There is, unfortunately, much at PEO that is Wrong: Predominantly its “Process” .

And this then feeds other Problems.
(We have earlier highlighted “The Missings” Problems.)

Other Problems that could be called by many names, but here “*The Three Lacks*” will do:

Lack of Intellectual Spark.
Lack of “Can Do” Attitude.
Lack of “Will Do” Fire-Power.

To say it again: Engineering is a Great Profession, a Wonderful Profession.
 A Profession that helped build our Province and our Country
 &
 Can do More, Much, Much More.

These problems are not mere “happenstance”, or “just the way things are”,
 or other such poppycock.

They mostly result – the record shows – from accumulated/compounded human error.
 Or oversight. Or un-noticed change. Or attention focused elsewhere.

And they can be fixed.

Given PEO’s importance to the Public and to the Profession, they must be fixed.
 As much as possible they should be fixed by Council itself, within its ample Powers.

But this assumes that Council has – what Bud Estey called:

“The Will to Act.”

Council should be given the Chance to act, but – barring a “Damascene Conversion” –
 (if experience and the problems enumerated are any guide)
 it is unlikely to do so.

Accordingly, knowing this, if as expected, Council doesn’t act, and do it fast ...
Then the Government (always subject to proper advice) should.

COMMENT (25)

***The Critical Key, as we see it, is probably
 The appointment by Government, by Order-in-Council, of a PEO Council Chair.***

A “Great” PEO Council Chair (!)

Agree	Disagree	No Opinion
L.L.	R.J. W.K.	S.D. T.K.

For a Great Profession – That needs a Great Regulator ...

A Great Chair:

Who can take the latent talent on Council and use it – well.
So that Council can provide the Great Leadership that the Public & the Profession
– and, lest we forget, PEO's Management and Staff –
have the right to expect.

There are lots of solid precedents for accomplishing this.
A Great Chair will know many of them.
And search out the others.

[END]

Comment from Task Force Chair Wayne Kershaw

As the chair of the Council Composition Task Force, I wanted to include this commentary in the briefing note. To start I would like to thank you for the opportunity to serve the Engineering profession in this manner.

This has been a very difficult process, one in which I feel could stand considerably more time to fully evaluate. PEO council has been around for 20+ years and over this time there have been a number of inefficiencies and oddities that have crept in (many of which for good reason at the time). Evaluating and remedying these issues in such a short time is a herculean task but, as a group, this task force did the best we could.

There are a few items you will see on the decision matrix that we had particular difficulty with and merit further discussion in council, or within the governance task force. I'd like to take a moment to highlight these further.

1. The existence of P.Eng LGA's was an issue that was discussed extensively and which this task force reversed their decision on at least once. The issue is that the LGA's are in council to ensure that the PEO continues to act in the best interest of the public and not of the profession. This being the case, having Professional Engineers in their ranks defeats this purpose. However, it should also be noted that having P.Eng's within the LGA's has allowed council some very dedicated and talented individuals who otherwise would not have served. Also, having P.Eng LGA's can help to address the diversity of disciplines within council. This is recognized as a very important topic; however, it is my personal opinion that the task force consisting of 5 people (two of which are LGA's, one a P.Eng. LGA) was not able to give this matter the attention that it deserves.
2. The task force has also identified the need for greater diversity on council, both by gender, culture and age. We have proposed that council find ways to remove barriers to allow younger members the ability to sit on council. Essentially, we see that workload on councilors, particularly the Regional councilors is far too excessive and needs to be addressed. You will also see that of these barriers contains a review of the 4-year waiting period for new licensees. Although this is not particularly within the mandate of the task force, we strongly believe that by improving the path to Professional Engineering status would allow more potential candidates for council and, as such, inherently greater diversity.

I would like to conclude my statement by thanking all of the members of the task force, as well as Scott Clark, Ralph Martin and Dale Power for their dedication and efforts.

Council Composition Task Force Research Materials

Research Undertaken - Summary and References List

Research Requests

Best Sizes for Not-for-Profit Boards

2002 - [Industry Canada Primer for Directors of Not-for-Profit Corporations](#)

2006 - [National Study of Board Governance Practices in the Non-Profit and Voluntary Sector in Canada: Executive Summary](#)

2014 - [Board Governance Resource Guide for Nonprofit Organizations](#)

2014 - [Governance for Not-for-Profit Organizations: Questions for Directors to Ask](#)

Governance of Non-Profit Organizations

Royal Commission Inquiry into Civil Rights, 1968

Section 4: Self-Governing Professions and Occupations

Professional Engineer's Act, 1984

APEGA Governance and Changes to Council

[2015 Annual Report with Legislative Review Summary](#)

[October 2015 Council Meeting](#)

[September 2016 Council Meeting](#)

Timeline of Governance Task Force Reports

2002 Interim Report, J. David Adams: Council Meeting C-412

2003 Governance Principles, R. Barker: Council Meeting C-415

2004 Evaluation of the PEO Governance System, D. Thain: Council Meeting C-421

Constituent Association Environmental Scans

Councillor Honoraria – October 2016

Information on Honoraria paid by Regulatory Associations

E-mail Responses from: 8 Provincial Engineers, 5 Ontario regulators

Diversity Initiatives and Policies – September 2017

Initiatives to help members foster diverse workplace environments

E-mail Responses from: 8 Provincial Engineers, 2 Ontario regulators

Diversity Links	
EGBC (BC)	EGBC Professional Practice Guidelines – Human Rights and Diversity EGBC - Gender Diverse Workplace Resources
APEGA (AB)	Managing Transitions: Before, During and After Leave,
OIQ (QC)	2014 McGill Panel on diversity and inclusivity in Engineering
APEGNB (NB)	Help achieve Engineers Canada’s “ 30 by 30 ” strategic objective.
Engineers PEI	Award for the Advancement of Diversity in the Engineering Profession Criteria
Engineers NS	Women in Engineering Committee
CNO (Nurses)	Practice Guideline on Culturally Sensitive Care.
LSUC (Lawyers)	Report: Challenges Faced by Racialized Licensees Working Group Other initiatives: Professional Development Programs List of Model Policies, Reports & Publications Aboriginal Initiatives Sexual Orientation and Gender Diversity: Creating an Inclusive Work Environment: A Guide for Law Firms and other Organizations

EIT Representation – 2017

EIT Representation on Provincial Engineering Councils

Association	Citation
EGBC (British Columbia)	Bylaw S9, S. 12.1 (2)
APEGM (Manitoba)	Bylaw S.4.2.1, 4.1.1.1
APEGNB (New Brunswick)	Bylaw 9.2.1

Nomination Committees - 2016

Nomination Committees in Constituent Associations

Association	Nomination Committee (NC)	Rules for Board/Council Nomination Process
Provincial Engineers		
EGBC (British Columbia)	Bylaw 3 (a.1)	Bylaw 3(b-e)
APEGA (Alberta)	Bylaw 2	Bylaw 3, 4, 5
APEGS (Saskatchewan)	Bylaw 3(1)	Bylaw 3(3-6)
APEGM (Manitoba)	GP-8.1	Bylaw 3.1.2-4
APEGNB (New Brunswick)	Bylaw 9.1	Bylaw 8.2
ENGPEI (Prince Edward Island)	Bylaw 9.1	Bylaw 8.1
ENGNS (Nova Scotia)	Bylaw 6(1)	Bylaw 6(2-6)
PEGNL (Newfoundland/Labrador)	Bylaw 5.2	Bylaw 5.4
APEY (Yukon)	Bylaw 7	Bylaw 8
NAPEG (NW Territories/Nunavut)	Bylaw 3(a)	Bylaw 3(b-f)
Ontario Regulators		
OCT (Teachers)	Bylaw 6.05	Bylaw 6.06
CPSO (Physicians)	Bylaw 44	Bylaw 15

Size and Composition of Councils / Boards

Organization	Legislative Sources
Certified General Accountants of Ontario (CGA)	<i>Certified General Accountants Act, 2010, c. 6, Sched. A, s. 7(2).</i> Bylaws, Sec. 2.1, 2.5

Organization	Legislative Sources
Professional Engineers Ontario (PEO)	<i>Professional Engineers Act, 1990, c. P.28, s. 3(2).</i>
Certified Management Accountants of Ontario (CMA)	<i>Certified Management Accountants Act, 2010, c. 6, Sched. A, s. 8(2).</i> Bylaws, Sec. 52.1
College of Nurses of Ontario (CNO)	<i>Nursing Act, 1991, c. 32, s. 9(1).</i> Bylaws, Sec. 48.01
College of Physiotherapists of Ontario (CPO)	<i>Physiotherapy Act, 1991, c. 37, 6(1).</i> By-Laws, Secs. 13, 14, 17(1)
Ontario Associations of Architects (OAA)	<i>Architects Act, R.S.O. 1990, c. A.26, 3(2).</i>
Royal College of Dental Surgeons of Ontario (RCDSO)	Bylaw No. 6, Sec. 3(1).
The College of Physicians and Surgeons of Ontario (CPSO)	General By-Law, Secs. 8, 10.
The Institute of Chartered Accountants of Ontario (ICAO)	<i>Chartered Accountants Act, 2010, c. 6, 6(2).</i>
The Law Society of Upper Canada (LSUC)	<i>Law Society Act Sec. 15(1), 23(1)</i> By-Law No. 3, Sec. (6)3, (6)4.
The Ontario College of Teachers (OCT)	<i>Ontario College of Teachers Act, 1996, S.O. 1996, C. 12, 4(2).</i>
Other Provincial Engineering Associations	
EGBC	<i>Engineers and Geoscientists Act, RSBC 1996, c. 116, 9.</i>
APEGA	<i>Engineering and Geoscience Professions Act, c. E-11, 14(1-3).</i>
APEGS	<i>Engineering and Geoscience Professions Act, c. E-9.3, 9(2), 10(1).</i>
APEGM	<i>Engineering and Geoscientific Professions Act, 1998, c. E120, 7, 8(1-2),</i>
OIQ	<i>Engineers Act, 2012, c. I-9, III(9).</i>
APEGNB	<i>Engineering and Geoscience Professions Act, 1999, c. 88, 15(1).</i>

Organization	Legislative Sources
	Bylaws, Sec. 8.
ENGNS	<i>Engineering Profession Act</i> , 1989, c. 148, 13(1).
ENGPEI	<i>Engineering Profession Act</i> , Sec. 11(1) By-Laws Sec. 8.1.1
PEGNL	<i>Engineering and Geoscience Act</i> , Sec. 4(1), 5(1) By Law No. 4 Sec 2.

Councillor Positions - 2016

Historical Record of PEO Councillors and Lieutenant-Governor Appointees, 1995-2016.

Compiled from AGM minutes 1995-2016.

References

Provincial Engineering Acts

Association of Professional Engineers and Geoscientists of Alberta. (2000).

Engineering Geoscience Professions Act.

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<http://www.qp.alberta.ca/documents/Acts/E11.pdf>

Association of Professional Engineers and Geoscientists of New Brunswick. (2015).

Engineering and Geoscientific Professions Act. Retrieved from Association of Professional Engineers and

Geoscientists of New Brunswick <http://www.apegnb.com/site/media/APEGNB/professions-act-1999.pdf>

Association of Professional Engineers and Geoscientists of Saskatchewan. (1996).

Engineering and Geoscientific Professions Act. Retrieved from Association of Professional Engineers and Geoscientists of Saskatchewan

<http://www.publications.gov.sk.ca/freelaw/documents/English/Statutes/Statutes/E9-3.pdf>

Association of Professional Engineers and Geoscientists of the Province of Manitoba.

(1998). *Engineering and Geoscientific Professions Act*. Retrieved from Engineers Geoscientists Manitoba

<http://web2.gov.mb.ca/laws/statutes/ccsm/e120e.php>

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http://www.bclaws.ca/civix/document/id/complete/statreg/96116_01

Engineers Nova Scotia. (1989). *Engineering Profession Act*.

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Engineers Yukon. (2002). *Engineering Professions Act*.

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[source/legislation-regulation-and-by-laws/cpo_by-lawsofficialversion_170809.pdf?sfvrsn=1d2bcea1_2](https://www.collegept.org/docs/default-source/legislation-regulation-and-by-laws/cpo_by-lawsofficialversion_170809.pdf?sfvrsn=1d2bcea1_2)

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2018 ENGINEERING DIMENSION – DIGITAL EDITION DEFAULT SETTING

Purpose: To enact digital edition as the default setting for the Engineering Dimensions magazine. To save ~\$235k in the PEO budget annually, be environmentally responsible and modernize our communications.

Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)

1. Council to enact the digital edition as the default setting for *Engineering Dimensions* magazine.

Prepared by: Kelly Reid, P.Eng., Councillor-at-Large

Moved by: Kelly Reid, P.Eng.

1. Need for PEO Action

At its 502nd meeting, Council approved a return to sending the print edition of *Engineering Dimensions* to all PEO licence holders and engineering interns, unless they request the digital edition. The decision was based on reader survey and other statistics that indicated that recipients were not routinely reading the magazine's digital edition. A return to sending the print edition to all, except those who requested otherwise, was seen as a way to increase readership. Council approved adding \$304k to the *Engineering Dimensions'* 2016 draft budget to accommodate the change, which began with the Jan/Feb 2016 issue.

At its 503rd meeting, Council approved conducting a one-year review of its decision (at the 502nd meeting) to resume sending the print edition of *Engineering Dimensions* to all licence holders and engineering interns unless the digital edition is requested. As part of the review, Council requested updated statistics. These statistics showed a 48/52 split of individuals who prefer digital to print.

In 2018, PEO budgeted \$596,000 for printing and postage expenses and forecasted \$350,000 in advertising revenue for continuing with the print version of the magazine as the default version. If the digital version was to become the default, expenses would decrease to approximately \$220,000 (based on 2015 figures) with ad revenues of approximately \$150,000. The net effect on the budget would be an estimated \$176,000 increase annually to the bottom line.

Both sets of figures are based on a complete calendar year. The earliest the switch back to the digital version as the default would be the May/June 2018 issue, which would allow time to communicate the change to the members and accommodate those who would like to continue receiving the print version.

If an individual would like a paper copy they can go online and change this to paper copy. This saves more money as a member who does not read the magazine is less likely to change their option from the paper edition to the digital edition to save PEO money. Instead they will continue to simply throw the magazine away. Wasting postage and paper. Whereas someone who wants to read a paper magazine will take the time to change the option to paper edition. Thus, this will save money and continue to provide both options desired. Both the paper and digital edition should contain the same advertising.

2. Proposed Action / Recommendation

1. Council to enact the digital edition as the default setting for Engineering Dimensions magazine.

3. Next Steps (if motion approved)

1. That Registrar direct staff to develop a communication to notify the membership of change. Communication to indicate the default setting for Engineering Dimensions will be digital edition going forward. Members are encouraged if they would like a paper copy to specify online.
2. That Registrar direct staff to set Engineering Dimensions default setting to the digital edition.

4. Peer Review & Process Followed

Process Followed	N/A
Council Identified Review	N/A
Actual Motion Review	N/A

New Guideline – Assuming Responsibility and Supervising Engineering Work

Purpose: Professional Standards Committee requests Council to approve the listed guideline and authorize its publication.

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

That Council:

- 1. Approve the practice guideline for Assuming Responsibility and Supervising Engineering Work as presented to the meeting at C-516-2.9, Appendix A; and**
- 2. Direct the Registrar to publish the guideline and notify members and the public of its publication through usual PEO communications.**

Prepared by: José Vera, P. Eng. – *Manager Practice and Standards* on behalf of
Fanny Wong, P. Eng. – *Chair of the Professional Standards Committee (PSC)*

Moved by: Michael Wesa, P. Eng., FEC

1. Need for PEO Action

Professional Standards Committee (PSC) was instructed by Council to proceed with the development of this guideline as per the following motion:

- 509th Council meeting on November 17-18, 2016:

Council direct the Professional Standards Committee (PSC) to develop a Practice Guideline (Assuming Responsibility and Supervising Engineering Work) as described in the Terms of Reference attached in Appendix A.

2. Proposed Action / Recommendation

The PSC recommends that Council approve *Assuming Responsibility and Supervising Engineering Work* guideline.

3. Next Steps (if motion approved)

- Manager, Practice and Standards will collaborate with PEO Communications Department to prepare the draft document for publication as a PEO Guideline.
- Articles will be published in *Engineering Dimensions* and notices posted on the website to notify PEO members about the publication of this document.

4. Policy or Program contribution to the Strategic Plan

- Strategy 1.7 Develop practice guideline for *Assuming Responsibility and Supervising Engineering Work*

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

	Operating	Capital	Explanation
Current to Year End	\$	\$	Funded from existing PSC budget
2 nd	\$	\$	Not Applicable, since the guideline will be published this year.

6. Peer Review & Process Followed

Process Followed	<p>Outline the Policy Development Process followed.</p> <ul style="list-style-type: none"> • PSC members developed the draft guideline (May 1, 2017). • Draft document was reviewed by staff for compliance with the <i>Professional Engineers Act</i> (May 9, 2017). • Draft document was posted on the PEO website for member and stakeholder consultation (June 1, 2017 – August 1, 2017). The following stakeholders were directly invited to the public consultation: <ul style="list-style-type: none"> ➢ Consulting Engineers of Ontario (CEO) ➢ Ontario Society of Professional Engineers (OSPE) • Draft document was revised where warranted based on recommendations received from members and stakeholders during consultation (November 1, 2017). • Draft document was reviewed and approved by PSC (November 14, 2017).
Council Identified Review	Not applicable
Actual Motion Review	Not applicable

7. Appendices

- Appendix A – Guideline for *Assuming Responsibility and Supervising Engineering Work*
- Appendix B – Public consultation comments for *Assuming Responsibility and Supervising Engineering Work* guideline.
- Appendix C – CEO letter consultation response
- Appendix D – PEGO letter consultation response
- Appendix E – Memo thanking public consultation participants

Assuming Responsibility and Supervising Engineering Work

Revision 14.0

December 11, 2017

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Notice: The Professional Standards Committee has a policy of reviewing guidelines every five years to determine if the guideline is still viable and adequate. However, practice bulletins may be issued from time to time to clarify statements made herein or to add information useful to those engineers engaged in this area of practice. Users of this guideline who have questions, comments or suggestions for future amendments and revisions are invited to submit these to PEO using the standard form included in the following online document: http://peo.on.ca/index.php/ci_id/23427/la_id/1.htm

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ABSTRACT

The purpose of this guideline is to define best practices for engineers who assume responsibility for professional engineering work of unlicensed persons, and for engineers who supervise engineering services in consideration of the *Professional Engineers Act (the Act)*.

1. PEO PURPOSE OF GUIDELINES

For more information on the purpose of practice guidelines, the guideline development and maintenance processes, including the Professional Engineers Ontario (PEO) standard form for proposing revisions to guidelines, please read our document *Guideline Development and Maintenance Process*:

http://peo.on.ca/index.php/ci_id/23427/la_id/1.htm

To view a list of the PEO guidelines, please visit the Publications section of the PEO website:

http://peo.on.ca/index.php/ci_id/1834/la_id/1.htm

2. PREFACE

In November 2016, PEO Council approved the development of a guideline for engineers assuming responsibility for engineering work and the supervision of such work.,. Staff was instructed to propose best practices applicable to this practice guideline.

Staff submitted a completed draft of this document to the Professional Standards Committee for approval on November 14, 2017.

Following consultations with engineers, co-regulators and other stakeholders, the final draft was approved by Council at its meeting on _____, 2018.

3. PURPOSE AND SCOPE OF GUIDELINE

The purpose of this guideline is to provide best practices for engineers who:

- Assume responsibility for work within the practice of professional engineering performed by unlicensed persons; and
- Personally supervise and direct the provision of services within the practice of professional engineering.

4. REQUIREMENTS

4.1 General Requirements

In most situations, the *Professional Engineers Act (the Act)* requires that individuals practising professional engineering hold a licence. In addition, in order to offer to the public or engage in the business of providing to the public services that are within the practice of professional engineering the *Act* requires that business entities (sole proprietorship, partnership or corporation) hold a certificate of authorization (C of A). The practice guideline *Use of the Professional Engineer's Seal* states: "*The engineer, by affixing the seal, assumes responsibility and is answerable for the quality of the work presented therein*". Refer to this guideline for more information on the use of seal:

http://www.peo.on.ca/index.php/ci_id/22148/la_id/1.htm

4.2 Professional Responsibility of Supervising Engineers

As per section 17(1) of the *Act*, it is a condition of every C of A that the holder of the certificate, meaning the business entity, shall provide services that are within the practice of professional engineering only under the personal supervision and direction of a holder of a licence, temporary licence or limited licence. The professional responsibility of supervising engineers working for a C of A firm is captured under section 17(2) below.

(2) A holder of a licence, temporary licence or limited licence who personally supervises and directs the providing of services within the practice of professional engineering by a holder of a certificate of authorization or who assumes responsibility for and supervises the practice of professional engineering related to the providing of services by a holder of a certificate of authorization is subject to the same standards of professional conduct and competence in respect of the services and the related practice of professional engineering as if the services were provided or the practice of professional engineering was engaged in by the holder of a licence, temporary licence or limited licence. R.S.O. 1990, c. P.28, s. 17 (2); 2010, c. 16, Sched. 2, s. 5 (31).

From the above, it follows that working for a C of A firm does not allow one to evade professional responsibilities, since these remain firmly attached to the engineer.

4.3 Assuming Professional Responsibility for Professional Engineering Work

The Act includes the following exception to when licences and certificates are required in section 12(3)b:

(3) Subsections (1) and (2) do not apply to prevent a person,.. (b) from doing an act that is within the practice of professional engineering where a professional engineer or limited licence holder assumes responsibility for the services within the practice of professional engineering to which the act is related;

Below are the subsections (1) and (2) referenced above:

When licences or certificates required

Licensing requirement

12 (1) No person shall engage in the practice of professional engineering or hold himself, herself or itself out as engaging in the practice of professional engineering unless the person is the holder of a licence, a temporary licence, a provisional licence or a limited licence. R.S.O. 1990, c. P.28, s. 12 (1); 2001, c. 9, Sched. B, s. 11 (16).

Certificate of authorization

(2) No person shall offer to the public or engage in the business of providing to the public services that are within the practice of professional engineering except under and in accordance with a certificate of authorization. R.S.O. 1990, c. P.28, s. 12 (2).

In situations where an engineer assumes responsibility for an unlicensed person's engineering work, it must be noted that by assuming responsibility the engineer is subject to the same standards of professional conduct and competence as if the engineer completed the services personally. Although, section 17(2) does not specifically apply to the practice of professional engineering outside of a C of A, it does describe a standard of professional conduct that a reasonable engineer should follow under all situations when assuming responsibility for work carried out under the engineer's personal supervision and direction. Therefore, it follows that a reasonably prudent engineer assuming responsibility for work done by unlicensed persons should provide personal supervision and direction.

4.4 Reasonable Supervision and Project Supervision Plan

The nature of the engineering task dictates the standard of care for personal supervision. This concept is outlined in the book "Engineering Law":

"The engineer must give reasonable supervision to the work. He (or she) is not required to do everything in the way of watching the direction of works under his (or her) charge, but he (or she) is required to give such care and attention to the work while it is in progress as the nature and difficulties of the particular work reasonably demand" (Laidlaw, R.E., Young, C.R. and Dick, A.R. Engineering Law. Toronto: University of Toronto Press, 1981).

Furthermore, the amount of supervision will depend upon the number and competence of the subordinates. These concepts should guide the supervising engineer in developing a written project supervision plan that is reasonable for the nature of the

engineering work before commencing an engineering project.

4.5 Practice Guidelines and Performance Standards

The *Act* equates personal supervision and direction to assuming responsibility for professional engineering work. Therefore all of PEO's practice guidelines and performance standards are applicable to all these situations. For more information on PEO practice guidelines and performance standards please visit:

http://www.peo.on.ca/index.php?ci_id=30386&la_id=1

For Council Approval

5. BEST PRACTICES FOR PERSONAL SUPERVISION AND DIRECTION

5.1 Active Involvement of Supervising Engineer

The supervising engineer should have knowledge of all stages of the project for which they are responsible for, since personal supervision requires the active involvement of the supervising engineer. Active involvement may be demonstrated through knowledge of the project, development of the project, input on drafts, review of particular elements at different stages, and evidence of regular consultation throughout the project.

Indicators of the supervising engineer's active involvement may include:

- The existence of a project supervision plan developed by the supervising engineer before commencing the project;
- The physical presence of both the supervising engineer and the subordinate at the same workplace (where this is not possible, regular and ongoing documented communication between the two is necessary);
- Periodic documented reviews of the work, and/or consultation of the supervising engineer throughout the project, as opposed to only at the final stage; and
- Clear documentation of the supervisory activities of the engineer.

5.2 Clear Decision Making Process

The supervising engineer should clearly explain the project supervision plan to all of his or her subordinates before commencing a project, or commencing a working relationship with those subordinates. The project supervision plan should provide a framework that clearly explains the engineering decision making process in a project.

Supervising engineers are required to assist their subordinates. The subordinates, therefore, should not make independent engineering decisions without the consultation of and the approval from the supervising engineer. Instead, they should be working to carry out or implement the engineering decisions made by their supervising engineer.

Responsibility for engineering decisions does not require that the supervising engineer actively makes each and every decision relevant to a project. Codes and standards of practice that are accepted by the supervising engineer can guide much of the detailed work. Accepted codes and standards should be explicitly documented in the project supervision plan, and communicated to subordinates on a project-by-project basis. Furthermore, the supervising engineer must have considered the relevant issues, overseen the subordinate who carried out the work, provided directions where applicable, reviewed each engineering decision and the reasons for making it.

Indicators of a clear decision making process include:

- The supervising engineer has the authority to approve engineering decisions;
- The regular availability of the supervising engineer to answer questions regarding engineering decisions made during work on the project; and/or
- the supervising engineer's awareness of relevant design criteria, methods of analysis, selection of materials and systems, field conditions, design constraints, economics of alternate solutions, and environmental considerations.

5.3 Supervising Multi-Disciplinary Projects

In multi-disciplinary projects, coordinating engineers may be assigned to verify if the work of various disciplines has been reasonably coordinated. The coordinating engineer may rely on the input of other professionals, especially when the work includes areas outside of the coordinating engineer's competence. As such, responsibility for work performed in each area is required to fall upon an appropriately licensed professional from that particular discipline, requiring multiple supervising engineers. Consequently, a multi-disciplinary engineering project will require a supervising engineer for each discipline.

The coordinating engineer may be responsible for verifying the end result was reasonably coordinated, but the identity of the other supervising engineers (or other professionals, e.g. P. Geo., Architect, etc.) should be noted. The decision as to who will take responsibility for each discipline, and direct the work in each discipline should be made and documented in the project supervision plan prior to work starting. A record should be kept of each professional member's contribution and responsibility.

5.4 Assuming Responsibility for Work Prepared Out of Province

Engineers should be cautious about assuming responsibility for work predominantly done by others. Assuming responsibility for work prepared out of province should apply to limited situations only, because in most cases out of province engineers can obtain their own Ontario licences and out of province engineering firms can obtain an Ontario C of A

However, there may be situations where engineers are required to assume responsibility for work that has been prepared by others outside of the province. These situations could place the Ontario engineer in a predicament, unless the engineer has clear authority and sufficient available information to re-perform substantial portions of the engineering work, make any needed revisions, communicate with the original designers, and potentially completely redesign a project if required. In these situations, there would have to be a clear retainer agreement delineating the respective duties between all parties involved and scope of work involved.

5.5 Mentoring

Engineers often mentor less experienced engineers or unlicensed persons. Mentoring in this sense involves providing training, advice, comments, or coaching about a specific field or a specific problem or providing guidance on avenues of learning to develop knowledge in the current field of work. Mentoring is a different activity from supervising, since no directing is involved. Mentoring in itself does not mean the mentoring engineer assumes responsibility for engineering decisions, as the person being mentored should still be receiving direction from a supervising engineer.

6. FREQUENTLY ASKED QUESTIONS

How many subordinates can one engineer supervise?

There is not one specific number, rather as indicated previously in Section 4.4 *Reasonable Supervision and Project Supervision Plan*, the nature of the engineering task determines the standard of care for personal supervision. Supervising engineers must rely on their professional judgement to ensure that they are able to meet the standard of care for personal supervision when determining how many persons to supervise. For complicated tasks, the number of subordinates supervised by one engineer may have to be low to ensure work can be completed appropriately.

What is the standard of care for supervising engineering services?

Each situation is different. However, engineers should be aware that under most circumstances the standard of care on an engineer responsible for supervising an act of professional engineering performed by others is the same as if the engineer performed the act him or herself.

What extent of familiarity with the content of work is required when effectively assuming responsibility and supervising engineering services?

Engineers assuming responsibility and supervising are subject to all the requirements under *Professional Misconduct* (Section 72 of the Regulation - O. Reg. 941). For instance, practitioners can only undertake work that they are competent to perform by virtue of their training and experience. Further, section 77 of Regulation 941 states that, *"it is the duty of a practitioner to the public, to the practitioner's employer, to the practitioner's clients, to other licensed engineers of the practitioner's profession, and to the practitioner to act at all times with, ... knowledge of developments in the area of professional engineering relevant to any services that are undertaken."* Accordingly, supervising engineers need to be reasonably knowledgeable with the work they supervise. Consequently, as indicated in Section 5.3, *Supervising Multi-Disciplinary Projects*, there may need to be a supervising engineer for each discipline and even each sub-discipline in more complex projects.

Can an Ontario engineer assume responsibility for an engineering design made by a firm outside of Ontario for an Ontario project?

Yes, but only if the best practices outlined in this guideline can be reasonably met. Notably the best practices outlined in Section 5.4, *Assuming Responsibility for Work Done Out of Province*.

What are the professional obligations of supervising engineers if their professional engineering judgement is overruled by a non-technical authority such as a client?

Professional Misconduct (Section 72 f of the Regulation - O. Reg. 941) indicates that practitioners must *"present clearly to the practitioner's employer the consequences to be expected from a deviation proposed in work, if the professional engineering judgment of the practitioner is overruled by non-technical authority in cases where the practitioner is responsible for the technical adequacy of professional engineering work."*

What are the professional obligations of subordinate engineers if their professional engineering judgement is overruled by their supervising engineer?

Professional Misconduct (Section 72 f of the Regulation - O. Reg. 941) indicates that practitioners must *"present clearly to the practitioner's employer the consequences to be expected from a deviation proposed in work, if the professional engineering judgment of*

the practitioner is overruled by non-technical authority in cases where the practitioner is responsible for the technical adequacy of professional engineering work.” Although, this section specifically refers to a non-technical authority, it may be prudent for subordinate engineers to mirror the above approach in situations where the authority overruling their judgement is a supervising engineer. Subordinate engineers should consider documenting supervising engineers’ directions, which may include asking for written confirmation.

Can there be more than one supervising engineer in a project?

Yes, for example there could be a supervising engineer for each discipline and even each sub-discipline. Further, there could be different supervising engineers assigned to different subprojects within a larger project. Furthermore, in these complex projects the project supervision plan should clearly indicate the responsibilities of each supervising engineer and any hierarchy for engineering decision making.

For Council Approval

7. DEFINITIONS

“Assume responsibility” is accepting professional accountability for work directly undertaken or carried out under the engineer’s personal supervision and direction.

“Coordinating engineer” means an engineer who is responsible for verifying that multiple supervising engineers and possibly other supervising professionals required to assemble a complete multidisciplinary project have coordinated their work. Consequently, coordinating engineers must seal the multi-disciplinary engineering documents that they have reviewed for coordination.

“Engineers” in this guideline applies equally to professional engineers, temporary licence holders, provisional licence holders and limited licence holders as defined in the *Act*.

“Personal supervision” is supervision which requires the active involvement of the supervising engineer.

“Practitioners” refers to engineers and to firms, that hold a Certificate of Authorization to offer and provide engineering services to the public as defined in the *Act*.

“Project supervision plan” is a document which clearly outlines the decision making process in an engineering project and is developed and written by the supervising engineering before commencing work.

“Out of province” means any jurisdiction outside of Ontario, such as Quebec, United States and Europe etc.

“Subordinate” means any person supervised by an engineer and who assists in the practice of engineering. A subordinate can be an engineer or an unlicensed person.

“Supervising engineer” means an engineer who has the authority to take engineering decisions in a project; advise the client or the employer; personally supervise the work of subordinates; direct the subordinates in engineering matters; and therefore assumes responsibility for all or part of the engineering work in a project. Consequently, supervising engineers must seal the engineering documents of the project for which they are responsible. Supervising engineers should be responsible for coordinating their own work with others affected.

“Supervision” means watching, directing, and providing care and attention to the work while it is in progress as the nature and difficulties of the particular work reasonably demand.

“Unlicensed person” means a person who does not hold a licence issued by Professional Engineers Ontario to practise professional engineering in the Province of Ontario..

For Council Approval

CONSULTATION COMMENTS

Document: Assuming Responsibility and Supervising Engineering Work
Review Period: June 1, 2017 – August 1, 2017


#	Date	Comments	PSC Response
1.	6/1/2017 [REDACTED]	<p>If possible, please specify the responsibility if the project has been done partially from "engineer" in other country.</p> <p>The design is done by employee who doesn't have engineer title shall be under discipline lead 's responsibility if he stamps the design?</p>	<p>This question is addressed in section 5.4 <i>Assuming Responsibility for Work Prepared by Out of Province Engineers.</i></p> <p>Yes, as per page 4 “The engineer, by affixing the seal, assumes responsibility and is answerable for the quality of the work presented therein”.</p>
2.	6/1/2017 [REDACTED]	<p>To the PSC.</p> <p>As a preface,, the topic of responsibility of engineers has been raised a number of times in light of some well known engineering failures that have occurred. As such this is a very important document that is being prepared and I thank the PSC for working on it.</p> <p>Just one primary comment in light of the intense interest in this topic. Rather than using the words "should" and "would", I would suggest that engineers need to drive to a more specific level of authority and use words such as "must" and "will".</p> <p>These are important words and distinguish "nice to have" from</p>	<p>The PSC thanks you for your generous comments.</p> <p>Since practice guidelines deal with best practices the use of “should” is appropriate unless it references a legal requirement in which case “must” is used.</p>

		<p>"what must be" in order to exercise due diligence in engineering works and practices.</p> <p>I would also advise that the topic of supervising projects that involve multiple disciplines is of great importance, and the wording in the document does convey the requirement for the top level supervising engineer to take responsibility for the project overall (if so designated, and at least one engineer or engineer body jointly and severally engaged, needs to be so designated). I applaud this component of the document and while I do not have a specific further recommendation to improve that section, I would say it is important and worthy of careful wording. The intent is to make it very clear the lines of authority, and to drive the proponent, financial driver or any other stakeholders in a project to understand the necessary requirement to have one or more engineers duly authorized. An additional thought is to consider the mechanism by which the supervising engineer may bring awareness to any practices that would be deemed unsafe from an engineering perspective, either in the design, plan, execution or maintenance of a specific project. The very existence of the practice guideline may serve to be that vehicle. Perhaps some wording might be in the document explicitly to remind those in Ontario that engineers must (not should) uphold the principles of good engineering including taking necessary measures to advise employers, PEO, fellow engineers, public officials, of any areas of concern. I am sure this previous statement can be worded much more eloquently.</p> <p>This practice guideline however may be one of the more critical and important documents that can be issued to address issues</p>	<p>Thanks, you raise a good point. The section 5.3 <i>Supervising Multi-Disciplinary Projects</i> was revised for additional clarity.</p> <p>Great idea, a new item was added to the FAQ to address this concern:</p> <p>What are the professional obligations of supervising engineers if their professional engineering judgement is overruled by a non-technical authority such as a client? Professional Misconduct (Section 72 f of the Regulation - O. Reg. 941) indicates that practitioners must “present clearly to the practitioner's employer the consequences to be expected from a deviation proposed in work, if the professional engineering judgment of the practitioner is overruled by non-technical</p>
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		<p>of responsibility that have occurred in the past, and in so doing, suitably empower Ontario's engineers to fully exercise their professional responsibilities without bearing undue personal risk to livelihood in doing so.</p> <p>Thank you.</p> <p>[REDACTED]</p>	<p>authority in cases where the practitioner is responsible for the technical adequacy of professional engineering work.”</p>
<p>3.</p>	<p>6/3/2017</p> <p>[REDACTED]</p>	<p>I have found that a key element in supervising a team of engineers is complete definition of the interface between each persons work and another persons work. This matter has been highly developed in the formalism of structured programming. However, it deserves equal attention in mechanical and electrical interfaces. Similarly there should be overview drawings that are automatically produced.</p> <p>For example, the length of a structure on the overview drawing and the length tolerances should be exactly equal to the sum of the lengths and tolerances of the related sub structures. This concept may seem elementary but sometimes worst case tolerances add in a manner that has major negative consequences. If the drawings are produced on separate computers frequently the overview drawing and the individual drawings clash.</p> <p>The engineers working on individual components may be unaware of the consequences of tolerance and stress extreme issues in individual components on the job as a whole.</p>	

		<p>One of the supervisor's responsibilities is to catch problems that that may not be apparent to individual team members.</p> <p>I do not know the best language for expressing this concept, but it is extremely important in successful engineering project. supervision. In many ways the overall project success relies on the expertise of the supervisor with respect to global problems that may affect the project.</p>	<p>This concept is covered by “reasonable supervision”.</p> <p>Thanks, the following wording was added to page 7: <i>In multi-disciplinary projects, coordinating engineers may be assigned to verify if the work of various disciplines has been reasonably coordinated.</i></p>
4.	6/3/2017 [REDACTED]	<p>Good Day,</p> <p>Very good document. A specific statement may be required for clarity for those who are practicing in the municipal, provincial and federal government where for example a C of A may not be necessary.</p>	<p>The guideline states that it also applies outside the C of A.</p>
5.	6/4/2017 [REDACTED]	<p>Clause 4.3 states: "Although, section 17(2) does not specifically apply to the practice of professional engineering outside of a C of A, ..." I suggest you make it clearer that you mean "when the engineering work is being performed by a corporation's staff or contractors for the corporation's own use".</p> <p>Clause 4.4: it is not common practice for a supervising engineer to develop a "written" personal supervision plan. It is not clear whether you are asking for plans for each person, each project or a generic plan applied to all projects and individuals. It is not clear what relationship this supervision plan bears with the typical quality assurance plan found on major projects? Often the extent of review needed will change with what is observed during the course of the previous reviews for each individual. Documenting what needs to be reviewed, the depth of such reviews and the changes that occur during the progress of the work for each individual would be an onerous task. Preparing</p>	<p>Respectfully, this statement is not accurate, since this requirement could apply to a government engineer.</p> <p>Thanks, the guideline was updated to indicate that it is a “project supervision plan”.</p>

		<p>such detailed written supervision plans separate from the project's normal quality assurance plan is not recommended.</p> <p>Clause 5.1: It is common for a supervising engineer to delegate the review of the work done by subordinates to other engineering experts when that supervising engineer does not have the required experience in a specific area of work. The guideline should identify this situation, the obligations of the supervising engineer to clearly indicate the scope of review to the reviewer and the obligations of the reviewer to both the public and the supervising engineer. In this situation the reviewer is effectively exercising the duties of the supervising engineer for that subordinate and work.</p> <p>Clause 5.2, second paragraph: the level of independence exercised by a subordinate is dependent on the level of knowledge and experience of that subordinate. This needs to be made clear. Often the subordinate engineer on a project is more experienced than the supervising engineer. In those cases the supervising engineer is reviewing the work for inconsistencies and missing information and is typically not checking detailed design calculations. The decisions are made by the experienced subordinate and accepted by the supervising engineer.</p> <p>Clause 5.4, it is not good practice for an Ontario engineer to take over the work of an out of province engineer unless the contractual relationship has been severed. The out of province engineer who performed the work should be asked to correct any deficiencies in the work. There are three reasons. The first is that there may be other considerations that are not known to</p>	<p>This concept is already covered in the “Peer Review” guideline.</p> <p>In case of a subordinate engineer more experienced than the supervising engineer perhaps, the subordinate should be assuming responsibility for their own work. And the supervising engineer would become a coordinating engineer.</p> <p>The guideline was revised to note that this applies to very “limited” scenarios.</p>
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		<p>the Ontario engineer who was not involved in the detailed design. The second is that the out of province engineer needs to know what deficiencies there are and why. The third is that the out of province engineer needs to retain the contractual responsibility for the work.</p>	
6.	<p>6/5/2017 </p>	<p>Madam or Sir,</p> <p>This document needs a serious re-write.</p> <p>I work on engineering systems in multi-disciplinary teams that directly affect public safety. I lean heavily on the Washington Accord and The Professional Engineers Act for my work.</p> <p>Please address the use of multi-disciplinary teams, physicists and technicians explicitly in the abstract and the scope. The licenced engineer needs to know exactly where the boundaries of responsibility lie. The PEO must add detail to the abstract and to the scope to include multi-disciplinary teams, physicists and technicians using section 5.3 to provide information. International considerations including the Washington Accord must be addressed.</p> <p>The Professional Engineers Act is not the only act that applies to this paper (Assuming Responsibility and Supervising Engineering). Managing competence is dictated by the Ministry of Education. Acts within the Ministry of Education on the subject of competence must be addressed in this paper. Please stop the myopic fixation on the Professional Engineers Act and include other acts that deal with our responsibility to use the MOST QUALIFIED INDIVIDUAL available even if that person is an unlicensed physicist working with an engineer. What about a 55</p>	

		<p>year old physicist working on vital scientific machinery with a 28 year old engineer? Would the engineer honestly be the supervisor? Please comment on cases like these because real engineers find themselves in these situations at work.</p> <p>You must, legally, address the Washington Accord in section 5.4. Failure to do so weakens the entire document.</p> <p>Examples and explanations must be added to each section. Please see APEGA guidelines for good examples.</p> <p>Section 6 should address case law where engineers have been reprimanded for taking on too much. Please provide examples in case law for each FAQ to substantiate answers. It looks to me like the PEO is making up random answers for the FAQs in section 6 using only one act as justification. Please provide the names of specific cases from the Martson text or the North American judicial system. Please do not use European cases as I believe Europe to be negligent in the practice of engineering.</p> <p>As a conclusion I find the document Assuming Responsibility and Supervising Engineering to be a trivial rehash of the Professional Engineers Act. I might as well read the act and go straight to the source. Please contact APEGA, in Alberta, for a full peer review before publishing. Please provide case law with associated penalties. For this document to be relevant physicists, technicians and the Washington Accord must be addressed with examples. Any case law involving the Washington accord would really help engineers practicing in an international environment.</p>	<p>In this hypothetical situation perhaps the scientist should have a Limited License to practice engineering.</p> <p>The guideline can only speak about the Professional Engineers Act (PEA).</p> <p>The mandate of the guideline is to clarify the different requirements in the PEA as they relate to supervision and assuming responsibility.</p> <p>Thanks, the Engineers Canada model guideline was reviewed.</p>
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		<p>Without a lot more though put into this document C of A holders will ignore the contents and make up their own rules in a revanchist attempt justify weakening engineering standards. Please amend.</p> <p>Please contact me at the number below for constructive verbal comments if desired.</p> <p>Respectfully,</p> <p>██████████</p>	<p>Respectfully disagree; most engineering firms are very professional.</p>
7.	6/7/2017 ██████████	<p>Thanks for thinking of us. Maybe it is worthwhile checking other provinces to see how they do this? APEGA maybe?</p>	<p>Thanks, the Engineers Canada model guideline was reviewed.</p>
8.	6/19/2017 ██████████	<p>A couple of things strike me, one of which occurred to me when I was discussing the guideline with ██████████</p> <ol style="list-style-type: none"> 1. Supervision of suspended and revoked members <p>Something good came out of something bad in the Algo Mall collapse when the discipline panel was allowed to address this issue in <i>Re Gregory Saunders</i>. Saunders had been nominally supervising Robert Wood during Wood's suspension and was found to have fallen below the professional standard of care by allowing Wood to make revisions to work after Saunders reviewed it.</p> <p>The Law Society has very strict rules for practice by suspended members: http://www.lsuc.on.ca/uploadedFiles/For the Public/About the Law Society/Governance/Legislation and Rules/CSC Guideli</p>	<p>Interesting material, but not in the scope of the guideline.</p>

[nes/guidelines-suspended-lawyer-oct-2014.pdf](#)

And for supervising revoked members:

<http://www.lsuc.on.ca/WorkArea/linkit.aspx?LinkIdentifier=id&ItemID=2147487370&libID=2147487655>

2. Scope of the s. 12(3)(b) exemption to licensure

Supervision or responsibility taking that falls below the required standard of professional competence still provides a defence to a charge of unlicensed practice.

Ontario Professional Foresters Association v. Robertson, 2014 ONSC 4724 (CanLII), <http://canlii.ca/t/g8mkg>

[162] I move on to address the issue of the competency and adequacy of Mr. Steele's supervision of Mr. Robertson as a factor in determining whether the Respondents are entitled to rely on the exceptions to practicing professional forestry found in the [Professional Foresters Act, 2000](#). In other words, assuming that Mr. Van Damme's opinion evidence was admissible, I will consider whether it is helpful and consider what weight should be given to it.

[163] It may be noted from the discussion immediately above that the issue of the significance of Mr. Steele's role involves the interpretation of the [Professional Foresters Act, 2000](#). I can immediately say that Mr. Van Damme's opinion evidence is not necessary for the court to interpret the meaning of the exceptions in the Act. I do not need Mr. Van Damme's assistance to interpret s. 3(2)(d) of the Act.

Interesting point, but not in the scope of the guideline.

[164] In my opinion, as a matter of statutory interpretation, the quality of supervision is not a relevant consideration in determining whether Mr. Robertson is entitled to the supervision exception.

[165] The word “supervision” is not a term of art special for the forestry profession, and there is nothing in the *Act* that indicates that the word “supervision” should be given other than its everyday and well understood meaning.

[166] Mr. Van Damme’s and the OPFA’s interpretation of s. 3(2)(d) of the *Act* reads the paragraph as if it said that the person being supervised by a member of the OPFA must be a member “who is qualified and competent to provide supervision in accordance with the standards of supervision prescribed by the OPFA and who actually supervises in accordance with the standards of supervision prescribed by the OPFA.” With respect, this is an absurd interpretation of [s. 3\(2\)\(d\)](#) of the [Professional Foresters Act 2000](#).

[167] Using the circumstances of the present case to demonstrate the absurdity of an interpretation that connects supervision to the competence of the supervisor, it would seem that if Mr. Van Damme’s speculation about Mr. Steele’s competence and inadequate supervision is wrong, then the Respondents would be entitled to the exception. It seems that had Mr. Robertson continued to employ Mr. Drennan as his supervisor, then the Respondents would be entitled to the exception, unless the OPFA were to decide that Mr. Drennan was not competent or not compliant with his supervisory duties. It would likely require a trial or a discipline proceeding by the

		<p>OPFA to determine if Mr. Steele could provide and did provide adequate supervision, but why should Mr. Robertson's entitlement to an exception depend upon an after-the-fact matter between the OPFA and one or more of its members?</p> <p>[168] During the argument, to demonstrate the absurdity, I used the analogy of a driver of an automobile with a learner's permit that authorizes driving in the company of a licenced person having his licence revoked because the companion was an incompetent driver who ought to have his or her own driver's licence revoked.</p> <p>[169] To further illustrate the absurdity, if it is in fact the case that Mr. Steele is an excellent supervisor, then the Respondents would still not be entitled to the exception if Mr. Steele slipped up, not in his supervision, but in such matters as properly dating and affixing his professional seal. It makes little sense that technical violations by the supervisor should disqualify the person being supervised.</p> <p>[170] All that the legislation requires is that person claiming the exception have been supervised, and the <i>Act</i> does not require the person claiming the exception demonstrate that he or she was competently supervised which, of course, the person being supervised would be unable to do because it would require him or her to appraise the supervisor about the supervision, which is absurd.</p> <p>[171] My interpretation of the <i>Act</i> is not a matter of strictly interpreting the provisions of an Act creating a professional monopoly. It is a matter of interpreting the plain meaning of the</p>	
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		<p><i>Act</i>. And my interpretation is consistent with the principle that a statute passed to further the public interest should be liberally interpreted.</p> <p>[172] My interpretation gives “supervision” its plain meaning in the context of an Act that is designed to permit numerous exceptions to the scope of what counts as practicing professional forestry, including exceptions for engineers, landscape architects, and professional planners, amongst others, in addition to tree markers and forest management plan approvers.</p> <p>[173] Mr. Van Damme may be right that the Legislature ought to have narrowed the exceptions and made the Professional Foresters Act, 2000 a more robust and true monopoly for those practicing professional forestry, but Mr. Van Damme’s advocacy that there should be a more expansive definition of the scope of practice makes the point that this is a matter for the Legislature to change and that the current <i>Act</i> cannot be interpreted to require the person claiming an exception for supervision by a Registered Professional Forester to prove anything more than they were supervised by a Registered Professional Forester.</p> <p>[174] It follows from the above analysis that Mr. Robertson was entitled to the exception provided for under the <i>Act</i> for the silvicultural prescriptions that he prepared under the supervision of Messrs. Drennan, Steele, and Hovingh.</p>	
9.	6/19/2017 [REDACTED]	I have attached a suggested revision to the section on Mentoring.	Thank you, revised accordingly.

		[Attachment: 9 Assuming Responsibility and Supervising Engineering Work - Rev. May 15, 2017 - Comments – LBR.pdf]	
10.	6/19/2017 [REDACTED]	<p>We have:</p> <ol style="list-style-type: none"> 1. <i>"References in this guideline to the word "engineers" apply equally to professional engineers, temporary licence holders, provisional licence holders and limited licence holders as defined in the Professional Engineers Act, henceforth referred to as the Act."</i> <p>I suggest we delete "professional" before "engineer" as it is a tautology. We have reserve-of-title for "engineer"... no need for an added descriptor. The same goes for any other occurrence of "professional (sic) engineer" in the text (if used, did not see it but did not do a search.)</p> <p>"Professional <i>engineering</i>" is fine as it qualifies a non-reserved activity.</p> <p>I'm still a bit concerned as to how a supervising engineer should deal with specialties that are not themselves disciplines. The specialists are likely not "up and coming" or EIT's... they are more likely senior staff who may even "outrank" (in age and experience) the supervising engineer. The latter has no chance, time, ability, or even desire, to "catch up" on the specialty so as to "advise" him/her in it. Thus, the only option I see is that the supervising engineer must have the ability to place in context what the specialist does and minimize risk to the overall operation. I'd like to see this stated in the guideline.</p>	<p>Unfortunately, professional engineer can be interpreted to be a P. Eng. and would exclude limited license holders.</p> <p>From page 9: "...supervising engineers need to be reasonably knowledgeable with the work they supervise."</p> <p>Otherwise, the engineer probably should not be a supervising engineer and should assume a coordinating engineer role.</p>
11.	7/20/2017 [REDACTED]	It's good to see that a guideline is being drafted on this topic to help engineers who perform this type of work. It seems this is	

		<p>an area of practice that is often misunderstood.</p> <p>Below are a few comments on the draft guideline that I hope will be useful to the committee. I sit on a PEO committee myself that is responsible for updating an existing guideline, so I appreciate the value of constructive feedback.</p> <ul style="list-style-type: none"> • Section 4.2: Although it makes a valid point that practicing under a C of A does not allow an engineer to avoid their professional responsibilities, the sentence following the excerpt from the PEA may have misinterpreted the intent of subsection 17(2). Subsection 17(2) is about the responsibilities of the supervising engineer(s) listed on a C of A, not about the responsibilities of the individual engineers doing work for the C of A holder, such as employees of the C of A holder. Granted, the wording of subsection 17(2) is not exactly straightforward to read, although I think it could be paraphrased as follows: “An engineer who either supervises or assumes responsibility for work done under a C of A is held to the same standard of professional care as any engineer performing the work themselves”. In other words, the engineer(s) listed on a C of A can theoretically be held to the same standard as the engineer(s) who actually performed the work, even though the supervising engineer(s) may not have sealed any documents related to the work. • Section 5.3: In the second paragraph, the phrase “and such work should be sealed to provide the mark of reliance to the coordinating engineer” is perhaps a bit 	<p>Section 17(2) applies to any engineering supervision under a C of A.</p> <p>This sentence was removed, since the seal issues are already covered in the Use of Seal guideline.</p>
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		<p>misleading in that the coordinating engineer is not the primary beneficiary of the seal. It's possible the wording could be incorrectly interpreted as suggesting that a seal is not required if the coordinating engineer doesn't ask for it or feel it's necessary for their own benefit.</p> <ul style="list-style-type: none"> • Section 5.4: I would suggest expanding this section to encompass work that was originally done anywhere outside Ontario, not just in another Canadian province. Although engineering standards in other Canadian provinces are not substantially different than in Ontario, those in other countries may be quite different and potentially less stringent or less focused on protecting the public. The cautionary note about assuming responsibility for work done entirely by others is a good one, regardless of where that work may have originally been done. Of note, especially for engineering work done in another Canadian province, it may be easier and less expensive for the original engineer to obtain a temporary licence and C of A in Ontario than for an engineer already licensed in Ontario to repeat the same work. For obvious reasons, this may be more difficult if the work was done outside Canada or by anyone who does not already hold an engineering licence in another Canadian province. • Section 5.4: In the second sentence, I would suggest adding the words "and sufficient available information" following the words "clear authority". The access to relevant design details and other information may easily be the limiting factor in determining whether or not an 	<p>This section was clarified to indicate that out of province is also out of country.</p> <p>Great suggestion, the guideline was edited accordingly.</p>
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		<p>engineer in Ontario can reasonably redesign work from another jurisdiction, regardless of whether they have the authority to do so. Not having access to the necessary information is not an acceptable reason for lowering the standard of professional responsibility expected of an engineer in Ontario.</p> <ul style="list-style-type: none"> • Section 5.5: The phrase “up and coming engineers” could be rewritten as “new or less experienced engineers”. <p>FAQ #4: I am a bit concerned about possible misinterpretation of the last sentence in the response that recommends referring to retainer agreements for assignments involving work from outside Ontario. Although it makes a good point, I’m concerned that this recommendation may be interpreted as suggesting that contractual boundaries can be used to limit the extent of an engineer’s responsibilities. This is never the case with respect to the level of professional responsibility an engineer has for the work they perform. For example, a contractual scope of “just give me some sealed drawings so I can get on with my project” is not acceptable grounds for reducing the amount of care and attention required by the engineer performing the work. I think it’s important to make this distinction clear in the guideline.</p>	<p>Good suggestion, this sentence was edited accordingly.</p> <p>Good point, this sentence was removed.</p>
12.	7/21/2017 [REDACTED]	<p>Thank you for providing the opportunity to comment on the subject draft Guideline.</p> <p>These comments relate to an actual, still-ongoing, experience of the writer as president of a corporation pertaining to a civil servicing tender/contract for a 58-lot plan of subdivision, density 5 units per hectare, storm water management pond, modified</p>	<p>Thank you for your comments. While interesting, contractual and payment issues are outside of the mandate of this guideline.</p>

		<p>rural standard, unit price contract per engineer's listing of quantities of work and materials and based on the actual quantities of same supplied and placed by the contractor. The consulting engineer (corporate) was engaged by the corporate owner in December 2009 via a 11-page contract, extensively detailing the services to be provided to completion of the design and servicing work to the engineer's requirements, including all those of the Town with an upside estimate of cost of 3 million. The engineer was to receive 10 percent of the actual cost of the contract as built, with the engineer having amongst otherwise seeming routine matters, a termination of contract option re the owner not paying monthly invoices when due. The engineer was the designated engineer in the subdivision agreements (pre-servicing and final) with the owner and the municipality . All the engineer's monthly invoices were paid within 30 days or less.</p> <p>Issues for Consideration re the subject Guideline</p> <p>1) A contract for all civil servicing work was signed by both owner and contractor (a well-known corporate entity) October 1st, 2013, for 2.3 million excluding HST. The engineer was designated as administrator of the contract including the words "the Work will be substantially performed within 85 working days." This was a defined term referencing Ontario Provincial Standards for Roads and Public Works, November 2006 edition. In administering the contract, this definition was not used, instead the term was applied by the engineer as "a working day is defined as a day in which the contractor or a sub-contractor worked on a line item in the contract." According to the engineer, this period was up September 15th, 2014, with 22 days lost due to inclement weather. Though the contract</p>	
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		<p>provided for completion date enforcement in detail, no effort was made by the engineer to enforce this aspect of the contract. The engineer did, however, issue a Certificate of Substantial Completion to the contractor as of March 31st, 2015, with \$2.271 million of work completed out of a then contract total of \$2.7 million. This action was totally in contradiction of the contract and unknown to the owner until after the certificate issuance, notwithstanding any such certificate then possible would have required the owner's concurrence to its issuance as provided in the contract. Only one substantial completion certificate was permitted by the contract, commencing a two-year warranty period ending March 31st, 2017. This included warranty for work not yet done including even work that was not yet started as of the end of the warranty period. It also reduced holdback from 10 to 2 percent. The contractor's interest in completing the project, including deficiency rectification, diminished as of the date of this certificate, notwithstanding on-going meetings, calls, (and billings) by the engineer at the behest of the owner.</p> <p>2) Consulting engineer's position - "they do not tell the contractor how to do the work". Notwithstanding owner pleading and specifically in regard to an onsite meeting of the owner and the principal and the supervisory engineer, open ditches were allowed to drain over the road base at several locations (April 2014). The Town raised concerns regarding suitability of the road base and brought in their own soil engineer for a peer review. Soil tests were done showing, in some, higher water content than met the required standard. Parallel tests done by the engineer's soil consultants said the deficiency was O.K. in the circumstances. In conjunction with</p>	
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		<p>the soils engineer, the owner had the road base upgraded throughout the project, adding \$230,000 to the contract cost. The Town's soil consultant and the Town's engineer would not accept this with the Town demanding the subdivision agreement provide for a ten-year (as opposed to two) road settlement warranty by the owner, delaying the Town signing the subdivision agreement. Town Council ultimately reduced this to five years, over their own engineer's and CAO objections.</p> <p>3) Change Orders - most, but not all, not given to the owner to co-sign; more than half just added to the contract price without the owner's knowledge. Quantities increased after the owner signed the orders that were given to him, some with double entries pointed out and then corrected. (\$600,000 of change orders were issued to November 30th, 2016, raising the contract total to \$2,881,000, work not yet complete).</p> <p>4) Errors in Contract Drawings - road shoulder width and slope, street sign location on top of stop signs not allowed by the municipality, and further issues with ditches resultant from non-enforcement of ditch sloping earlier in the contract, resulted in the engineer authorizing increases to the contract price to compensate the contractor for additional work, including municipal concurrence to amend the original municipal approval. Cost approaching \$100,000.</p> <p>5) The final issue relates to the consulting engineer's charges for the project. (Refer to the second paragraph, page 1).</p> <p>At the time of signing of the owner's contract with the engineer (Dec. 9, 2009,) it was expected that the contract with the</p>	
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		<p>contractor would be fixed sum, with the engineer providing quantities and pricing in the tender form for the tenderer's information at his own risk in quoting his contract price. This was done for an adjacent location 1998 civil servicing contract almost identical in size but excluding a storm water management pond, with a non-local engineering firm overseeing the project. This project was completed in less than eight months except for landscaping, at the contract price without extras and with the engineer billing ten percent of the contract price, absorbing any costs related to the soils engineer soil testing oversight.</p> <p>The engineering firm in the present contract required an engineering soils consultant to deal with all soils engineering re the project at a cost, ultimately, of \$152,000. This cost was paid by the owner which cost had a soils testing component which the owner had only initially expected. The owner paid the monthly billings of the consulting engineer which, as of writing, totalled \$770,000, 26.7 % of the most recent contract price (\$922,000 if the soils engineer costs are added in, or 32% of the latest contact price.) There is still some work to do and engineering oversight of same to be billed.</p> <p>As aforesaid, to not pay these engineering invoices or even to reject or refuse to pay more would allow the engineer to terminate the contract, keep the money paid to him, and leave the owner without an engineer or plans that a new engineer could use without a complete review of the project, so as to warrant to the municipality what the municipality requires. Given the project's history with the town, such a new engineer would be impossible to find. Furthermore, because the 58 lots</p>	
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		<p>comprising the project are sold to individuals, not builders, the consequences of the engineer's termination would be incalculable.</p> <p>The above issues are offered in that engineering responsibilities are more than technical; they are behavioural and if it is PEO's desire to continue to be a self-regulator under provincial law PEO needs to ensure that professional engineering behaviour is a integrated part of PEO's expectation of an engineer. In a generic sense, I suggest that this Guideline address these and like issues.</p> <p>P.S. If these matters are covered otherwise in PEO's Guidelines or by other means, I would appreciate being so informed.</p> <p>Respectfully submitted,</p> <p>██████████</p>	
13.	7/24/2017 ██████████	<p>I would like to know if the Supervision Plan could be equivalent to a Project Organizational Chart (showing the discipline P. Eng. leaders), or if it needs to be a more detailed document establishing specific responsibilities for the Supervising Engineers per discipline.</p> <p>If it needs to be like the second option (detailed document), Could it be possible to have an example in the guidelines?</p>	<p>The project supervision plan goes beyond an org chart. Please see the new definition:</p> <p>“Project supervision plan” is a document which clearly outlines the decision making process in an engineering project and is developed and written by the supervising engineering before commencing work.</p>
14.	7/27/2017 Chaslene Pilgrim CEO	<p>Attached are CEO’s comments pertaining to Guideline Consultation: Assuming Responsibility and Supervising Engineering Work and cover letter.</p>	<p>Many helpful suggestions for clarity. The guideline was edited accordingly.</p>

		<p>Thank you for the opportunity for us to provide our comments and insights into this review.</p> <p>Should you have any questions, please do not hesitate to contact me.</p> <p>[Attachment: 14 Guideline Consultation_CEO_Assuming Responsibility&Supervising Engineering.pdf]</p>	
15.	7/28/2017 [REDACTED]	<p>Please refer to the attached document for guideline comments. If there are any questions, feel free to contact me to discuss.</p> <p>Member No. 100158605 if required.</p> <p>[Attachment: 15 Draft Assuming Resp and Supervising Eng Work_2017-07-28_MAT.PDF]</p>	<p>Many helpful suggestions for clarity. The guideline was edited accordingly.</p>
16.	7/31/2017 [REDACTED]	<p>Thank you for providing the opportunity to comment on this document.</p> <p>I have the following comments for your consideration based on my 20+ years of experience.</p> <p>Regarding "Section 5.4 Assuming Responsibility for Work Done by Out of Province Engineers", the use of "sometimes" in the first sentence does not reflect reality in today's world of engineering in Ontario. International engineering companies with Ontario offices are now mandating use of 'engineers' in lower cost offices around the world for very significant portions of engineering work, including work for Ontario public / clients, in order to improve their profitability. Therefore, I would suggest that the first sentence be re-worded to "There are</p>	<p>Thank you, the guideline was edited accordingly.</p>

		<p>situations where professional engineers are required to assume responsibility for work done outside of the province by out of province / country engineers."</p> <p>I believe that the remaining language of Section 5.4 needs to be expanded to provide specific guidance to professional engineers that are Ontario domestically located employees of international engineering companies who are being placed in the situation of taking responsibility for very significant amounts of engineering work being completed by the off-shore employees of same international engineering companies (with the added pressure of minimizing re-work). This places the Ontario domestic professional engineer in the difficult position of having to personally uphold PEO requirements and professional obligations while concerned about job / career status, especially if too much re-work is requested to bring the work up to an acceptable level (equivalent to that performed by an Ontario domestic engineer).</p> <p>I further believe that additional language needs to be added to this proposed guideline to specifically address the responsibility of the companies that hold CofA's such that they must ensure that their employed Ontario domestic engineers are not unduly burdened by requirements to accept responsibility (per their P.Eng. obligations) for work being completed in their out of province / country lower cost offices.</p> <p>If my understanding of the Engineer's Act is correct, there is nothing legally preventing an international engineering company from using the Ontario domestic engineer listed on their CofA to take responsibility for all work completed in their lower cost out</p>	<p>Thank you, the guideline was edited to indicate that assuming responsibility for out of province work should apply to limited situations only.</p> <p>Having a clear retainer agreement ensures the C of A Holder does not unduly pressure an engineer to assume responsibility for the work of others.</p>
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		<p>of province / country office (essentially having off-shored all domestic engineering work / jobs except for that of their supervisory discipline engineers). Evidence of this exists as PEO has actually granted a CofA directly to the off-shore office of an international engineering company, in addition to the CofA already in place for the domestic Ontario office - note that the endgame to this could be closure of the domestic office since the lower cost off-shore office now has the required CofA.</p> <p>The unfortunate long-term implication of this increasing business practice by certain companies is that the only persons that would need to maintain their P.Eng. would be those who are also listed on a company CofA - resulting in a significant decrease in P.Eng. license holders overall. I'm not sure if this is the intent of the Engineer's Act, since engineering work being done for Ontario public / clients is supposed to be completed by an Ontario licensed P.Eng. (or EIT, etc.), in contrast to the significant increase in off-shoring of engineering work over the past many years under the protection of a granted CofA (and it's corresponding listed P.Eng. having to take all the responsibility).</p> <p>This disconnect between individual P.Eng. requirements and CofA usage by certain companies must be widespread across many different engineering industries as this topic was specifically raised by the OSPE as a direct question for response by PEO candidates seeking election to president (see Question #2 of this link https://blog.ospe.on.ca/advocacy/ospe-answers-questions-raised-peos-president-elect-candidate-meeting/). The response by some of the candidates was quite disconcerting and overall this does not bode well for the future of our profession.</p>	<p>The PSC thanks you for your input, but notes that there is no mandate for the guideline to address concerns regarding employment.</p> <p>Again, the guideline was edited to indicate that assuming responsibility for out of province work should apply to limited situations only.</p> <p>Again, the PSC thanks you for your input, but notes that there is no mandate for the guideline to address concerns regarding employment.</p>
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		<p>While the proposed guideline in question cannot address such larger issues, I hope that certain aspects can be addressed per my comments above.</p>	
17.	7/31/2017 Scott Grant	<p>Thank you for the opportunity to comment on the above-noted draft guideline. This is an important document and we support Professional Engineers Ontario in its efforts to finalize it.</p> <p>Attached, for your consideration, are PEGO's comments on the above-noted guideline.</p> <p>If you have any questions, please do not hesitate to contact us.</p> <p>Regards, Scott Grant, P.Eng. President - Professional Engineers Government of Ontario (PEGO)</p> <p>[Attachment: 17 PEGO comments on PEO supervising engineering work guide_Jul 31 2017.pdf]</p>	<p>The PSC will consider PEGO's recommendation:</p> <p>"It is suggested that PEO work with PEGO to develop a supplement to the draft guide to address situations, such as the ones noted above, that are unique to professional engineers working within a government agency."</p>

July 19, 2017

Ms. Sherin Khalil, P.Eng., PMP
Standards and Guidelines Development Coordinator
Professional Engineers Ontario
101-40 Sheppard Ave. West
Toronto, ON M2N 6K9

RE: **Public Consultation: Assuming Responsibility and Supervising Engineering Work.**

Dear Ms. Khalil,

Consulting Engineers of Ontario (CEO) thanks the Professional Standards Committee (PSC) at Professional Engineers Ontario (PEO) for the opportunity to comment on its Guideline.

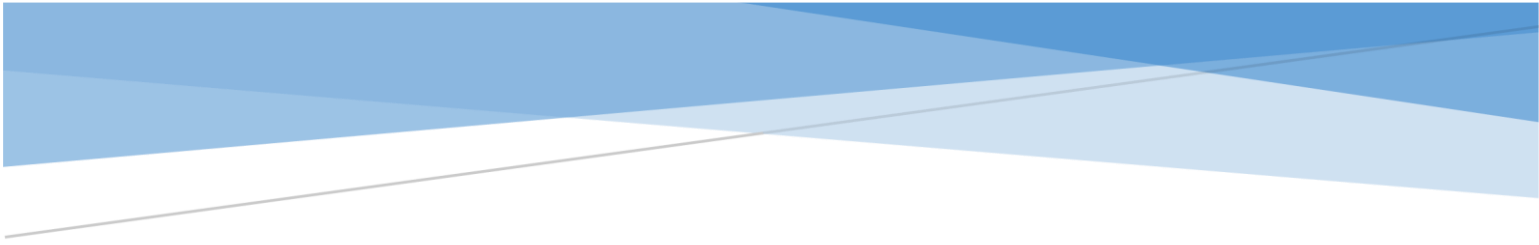
This submission contains feedback pertaining to Assuming Responsibility and Supervising Engineer Work.

CEO and its member firms are pleased to be able to offer constructive feedback on this review. Having reviewed the guideline, CEO has provided the attached comments for your consideration.

Should you have any questions please don't hesitate to contact me at 416-620-1400 ext. 226 or by email cpilgrim@ceo.on.ca

Yours truly,

Chaslene Pilgrim
Contract and Procurement Specialist



**CONSULTING ENGINEERS OF
ONTARIO'S FEEDBACK**
GUIDELINE: ASSUMING RESPONSIBILITY AND
SUPERVISING ENGINEERING WORK, REVISION 8.0,
15 MAY 2017



APPENDIX B – STANDARD FORM FOR PROPOSING REVISIONS TO GUIDELINE
AMENDMENT AND REVISION SUBMISSION FORM

Guideline: **Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017**

4.3 Assuming Professional Responsibility for Professional Engineering Work

Statement of proposed amendment or revision:

*In situations where an engineer assumes responsibility for an unlicensed person's professional engineering work, it must be noted that by assuming responsibility the engineer is subject to the same standards of professional conduct and competence as if the engineer provided the services personally. Although, section 17(2) does not specifically apply to the practice of professional engineering outside of a C of A, it does describe a standard of professional conduct that a reasonable engineer ~~should~~ **must** follow under all situations when assuming responsibility for work carried out under the engineer's personal supervision and direction. It follows that a reasonably prudent engineer assuming responsibility for work done by others should provide personal supervision and direction.*

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 5.1: Active Involvement of Supervising Engineer

Indicators of the supervising engineer's active involvement may include:

- *The existence of a supervision plan developed by the supervising engineer before commencing the project;*
- *The physical presence of both the supervising engineer and the subordinate at the same workplace (where this is not possible, regular and continuous communication between the two is necessary);*
- *Periodic documented reviews of the work, and/or consultation of the supervising engineer throughout the project, as opposed to only at the final stage; and*
- *Clear documentation of the supervisory activities of the engineer.*

Statement of proposed amendment or revision:

- "regular and continuous" be replaced by "regular and ongoing documented" or "regular and continual documented"

Reason:

- "Continuous" means without interruption, whereas "continual" means frequently recurring, and "ongoing" means still in progress i.e. the communications don't end (unless the task ends)
- "documented" indicates that some record of the supervision activity be made beyond the documentation of periodic reviews as noted in the 3rd bullet, to reinforce that supervision is more involved than a set of milestone reviews (this might be judged redundant given the 4th bullet, but I take the 4th to be a more general documentation, not a record of activity)

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

5.1 Active Involvement of Supervising Engineer

Statement of proposed amendment or revision:

Indicators of the supervising engineer's active involvement may include:

- *The existence of a supervision plan developed by the supervising engineer before commencing the project;*
- *The physical presence of both the supervising engineer and the subordinate at the same workplace (where this is not possible, regular and ~~continuous~~ ongoing communication between the two is necessary);*
- *Periodic documented reviews of the work, and/or consultation of the supervising engineer throughout the project, as opposed to only at the final stage; and*
- *Clear documentation of the supervisory activities of the engineer.*

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 5.2:

...Codes and standards of practice that are accepted by the supervising engineer can guide much of the detailed work ... the supervising engineer must have considered the relevant issues, monitored the subordinate who carried out the work, provided directions where applicable, reviewed and documented each engineering decision and the reasons for making it.

Statement of proposed amendment or revision:

- Suggest that accepted codes and standards be explicitly documented on a project basis to subordinates as part of the supervision plan (in paragraph 1), e.g. "Design all pipes to meet the City of A standard and present any cases that require deviation for my review and decision"
- Review and documentation of each decision could take the form of approving a case documented by a subordinate, e.g. an experienced subordinate could explain applicable code doesn't cover a specific case, but could carry out calculations and make a recommendation for a solution that the supervisor could review and approve.

Reason:

- As written the text seems to say the supervisor must document each decision and the reasons themselves. While the supervisor must decide, the level of effort to do so could vary considerably depending on the skill and experience of the subordinate in researching the problem and computing and documenting possible solution(s).

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 5.3:

The decision as to who will take responsibility for each section, and direct the work in each area should be made and documented in the supervision plan prior to work starting, and such work should be sealed to provide the mark of reliance to the coordinating engineer. A record should be kept of each professional member's contribution and responsibility.

Statement of proposed amendment or revision:

- Suggest “*and such work should be sealed to provide the mark of reliance to the coordinating engineer.*” be replaced by “*and work in each area should be sealed by the respective supervising professional to provide the mark of reliance to the coordinating engineer.*”

Reason:

- I simply found the wording unclear as it initially sounded like the coordinating engineer should seal the supervision plan
- I used the term “supervising professional” to reflect the observation already stated that some elements may be outside engineering, e.g. geology, architecture, etc.

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

5.3 Supervising Multi-Disciplinary Projects

Statement of proposed amendment or revision:

The coordinating engineer may be responsible for the end result, but the identity of the other supervising engineers (or other professionals, e.g. P. Geo., Architect, etc.) should also be noted. The decision as to who will take responsibility for each ~~section~~ discipline, and direct the work in each ~~area~~ discipline should be made and documented in the supervision plan prior to work starting, and such work should be sealed ~~to provide the mark of reliance to the coordinating~~ by the supervising engineer. A record should be kept of each professional member's contribution and responsibility.

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 5.4:

Assuming Responsibility for Work Done by Out of Province Engineers...

Statement of proposed amendment or revision:

- (not specific, see below)

Reason:

- I think the Ontario engineer's authority to perform work or do a complete re-design is a little off the topic. The scenario is that the engineer is being called upon to seal design by others, and that should only happen if the Ontario engineer is fully satisfied that the work meets professional standards as if it were their own, as it effectively becomes their own when they seal it, thereby taking responsibility for it.
- The Ontario engineer should require as much time and communication with the original designers as necessary to gain the necessary confidence in the design to take responsibility, or else refuse to do so. A retainer agreement between two firms can be used to fund this exercise, but not to reassign professional responsibility.
- It is not so difficult for a reputable out of province engineer to secure a licence in Ontario that this case should be a regular issue, so such arrangements should be noted as a better alternative.

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

5.4 Assuming Responsibility for Work Done by Out of Province Engineers

Statement of proposed amendment or revision:

*Engineers are sometimes requested to assume responsibility for work that has been done outside of the province by out of province engineers. These situations could place the Ontario engineer in a predicament, unless the engineer has clear authority to reperform substantial portions of the engineering work, make any needed revisions and potentially completely redesign a project if required. In these situations, there would have to be a clear retainer agreement delineating the respective duties between all parties involved and scope of work involved. ~~Engineers should be cautious about assuming responsibility for work entirely done by others.~~ **The signing Engineer will be the supervising engineer as outlined in section 5.2 and 5.3***

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 6:

*What are the professional obligations of subordinate engineers if their professional engineering judgement is overruled by their supervising engineer? ...
Finally, subordinate engineers should consider documenting supervising engineers' directions, which may include asking for written confirmation.*

Statement of proposed amendment or revision:

- Suggest replacing last sentence with:
Subordinate engineers should consider documenting supervising engineers' directions, particularly those they disagree with, which may include asking for written confirmation. Finally subordinate engineers must decline to seal any design with which they are not personally comfortable. The supervising engineer may take on the responsibility of their own design change decision.

Reason:

- The subordinate should not feel pressured into taking responsibility if their supervisor cannot adequately explain a design change to the subordinate's satisfaction, whether that supervisor is a licenced engineer or not.

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Item 6, Frequently Asked Questions, Page 8, 3rd paragraph,

The section discusses the extent of familiarity with the work that the supervising engineer should have. It goes on to say that “...., practitioners can only undertake work that they are competent to perform by virtue of their training and experience.”

Statement of proposed amendment or revision:

Question: How can a third party owner or purchaser of engineering services independently confirm that an engineer that they hire is competent to perform the work they are hired for?

Guideline: Assuming Responsibility and Supervising Engineering Work, Revision 8.0, 15 May 2017

Under 7:

"Supervising engineer" means an engineer who has the authority to take engineering decisions in a project; advise the client; personally supervise the work of subordinates; direct the subordinates in engineering matters; and therefore assumes responsibility for the engineering work in a project.

Statement of proposed amendment or revision:

- Suggest replacing *"responsibility for the engineering work"* with *"responsibility for all or part of the engineering work"*

Reason:

- This is just to allow for more than one supervising engineer within a single project.
- Note it may be useful to also define "Coordinating Engineer" as used in 5.3, perhaps something like:
"Coordinating engineer" means an engineer who coordinates the work of multiple supervising engineers and possibly other supervising professionals required to assemble a complete multidisciplinary project. The Coordinating engineer may also be a Supervising engineer taking responsibility for some part of the project engineering work, but does not take responsibility for all the professional effort in a multidisciplinary project.

Additional Comments:

Guideline:

Can an Ontario engineer assume responsibility for an engineering design made by a firm outside of Ontario for an Ontario project?

Statement of proposed amendment or revision:

*Yes, but only if the best practices outlined in this guideline can be reasonably met. Notably the best practices outlined in section 5.4 Assuming Responsibility for Work Done by Out of Province Engineers since a firm outside of Ontario may not have engineers licensed in Ontario working for them. Furthermore, it is also recommended to always refer to the terms of the retainer agreement between the parties. **Not relevant***

Guideline:

The document "Assuming Responsibility and Supervising Engineering Work_PEO Consultation" references "Coordinating Engineers" in Section 5.3 (Supervising Multi-Disciplinary Projects).

Statement of proposed amendment or revision:

It would be helpful if this distinction (vs. a Supervising Engineer) could be made.

Reason:

There is no clear definition of this role in Section 7 - Definitions.

Guideline:

FAQ

Statement of proposed amendment or revision:

Should include a specific example of what potential liabilities the role of Supervising Engineer (and Coordinating Engineer) entails.

Guideline:

FAQ

Statement of proposed amendment or revision:

Should also include a scenario where the C of A signee is either subordinate or has less experience than that of a more senior engineer (who is not a co-signee of the C of A)



July 31, 2017

Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON M2N 6K9

Via email to consultations@peo.on.ca

To Whom It May Concern:

Subject: Comments on the Professional Engineers Ontario (PEO) Draft Guide,
“Assuming Responsibility and Supervising Engineering Work, 15 May 2017”

Professional Engineers Government of Ontario (PEGO) is the official bargaining agent of approximately six hundred professional engineers and Ontario land surveyors that work within the Ontario public service (OPS). PEGO members play key roles in ensuring public safety in a variety of areas including provincial highways; drinking water; the food supply; work-places; environmental protection; fire investigation and prevention; and the building code.

We have reviewed the above-noted draft guide and offer the following comments:

1. General comments:

- a. The draft document is well-organized and concise.
- b. The sections providing guidance on the standard of care for supervising engineering services; multi-disciplinary projects and assuming responsibility for work done by out of province engineers are all particularly relevant to professional engineering work completed within the OPS.

2. Suggestions:

- a. There are often situations that are unique to engineers working within a government or crown agency. These include:
 - i. challenges when notifying authorities (that have a dual role as managers) about engineering work not being completed directly nor under the supervision of a licensed professional engineer;
 - ii. increasing the risk to public safety when proponents of projects successfully lobby a regulatory agency to have engineering recommendations overturned; and
 - iii. the transfer of professional engineering responsibilities to non-engineers where there is limited opportunity for this work to be supervised by a professional engineer.

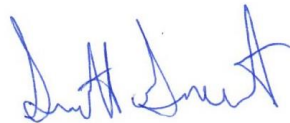
It is suggested that PEO work with PEGO to develop a supplement to the draft guide to address situations, such as the ones noted above, that are unique to professional engineers working within a government agency.

For example, all OPS staff are subject to the Public Service of Ontario Act and recommendations from the Ontario Integrity Commissioner, in 2013, suggest that there should be another mechanism to resolve disputes between regulated professional public servants and non-regulated decision-makers receiving the advice. PEGO has requested a meeting with the leadership of the Ontario government and with the Integrity Commissioner of Ontario to discuss the development of such an approach including consideration for a professional peer-review process as an option.

- b. The information provided in the draft guide is important. PEGO suggests that, once the document is finalized, PEO undertake an education campaign to ensure that both engineers and non-engineer managers are aware of the contents and context.

If you have any questions, please do not hesitate to contact me.

Sincerely,



Scott Grant, *P.Eng*
President



Memorandum

C-516-2.9
Appendix E

To: all participants of public consultation

From: José Vera, P. Eng., Manager, Practice and Standards

Date: February 3, 2017

Subject: Assuming Responsibility and Supervising Engineering Work - Public Consultation

My sincere thanks for participating in this public consultation. Your comments and suggestions are very valuable to PEO and are a key step in the process of developing practice guidelines. The Professional Standards Committee noted that many of the participants had similar concerns that the draft guideline required more clarity. In an effort to strike the right balance between best practices that are crystal clear, yet can effectively give room for professional engineering judgement, the draft guideline was edited. Below is a list of some of the key edits and responses to these concerns. For the sake of conciseness other updates, such as terminology, and grammatical and spelling corrections, are not included in this list.

4.2 –Professional Responsibility of Supervising Engineers

This section was edited to clarify that the requirements found in 17(1) of Act apply to all supervising engineers working for a Certificate of Authorization firm.

4.3 –Assuming Professional Responsibility for Professional Engineering Work

Subsections 12(1) and 12(2) of the Act were included in this section for clarity.

4.4 –Reasonable Supervision and Project Supervision Plan

This section was edited to indicate that it is a “project supervision plan” and not a “personal” supervision plan.

5.1 – Active Involvement of Supervising Engineer

The term “continuous” was replaced by “ongoing”, since the activity is still in progress until the project ends.

5.3 –Supervising Multi-Disciplinary Projects

The following sentence was added for clarity: *“In multi-disciplinary projects, coordinating engineers may be assigned to verify if the work of various disciplines has been reasonably coordinated.”*

5.4 –Assuming Responsibility for Work Prepared Out of Province

This section was edited to clarify that it only applies to very limited situations.

5.5 –Mentoring

This section was edited to clarify that mentoring is more akin to training or coaching and does not entail supervising or directing.

6 – Frequently Asked Questions

The following question was added:

“What are the professional obligations of supervising engineers if their professional engineering judgement is overruled by a non-technical authority such as a client?”

7 – Definitions

The following text was added to clarify the definition for Supervising engineer to clarify that in some cases a Supervising Engineer may only be responsible for a specific part of a project:

“... therefore assumes responsibility for all or part of the engineering work in a project.”

The following new definitions were added as requested during the consultation:

- Coordinating engineer
- Engineer
- Practitioners
- Project Supervision Plan
- Out of province, and
- Unlicensed person

Thanks again for your participation.

Terms of Reference – Engineers, Architects, and Building Officials (EABO)

Purpose: EABO requests Council to approve their Terms of Reference.

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

That Council:

- **Approve the Terms of Reference for Engineers, Architects and Building Officials (EABO) as presented to the meeting at C-516-2.10, Appendix A.**

Prepared by: José Vera, P. Eng. – *Manager Practice and Standards* on behalf of
David Tipler, P. Eng. – *Chair of EABO*

Moved by: David Brown, P. Eng., BDS, C.E.T., MCSCE

1. Need for PEO Action

Engineers, Architects and Building Officials (EABO) is a joint Liaison group comprised of Professional Engineers Ontario (PEO), Consulting Engineers Ontario (CEO), Ontario Association of Architects (OAA), and Ontario Building Officials Association (OBOA). The Committee was established in 1993 to deal with issues of mutual concern and interest between the three parties. The group works to find common positions or industry standards/practices on certain elements of the design and construction industry.

While EABO has a Mission Statement and Guiding Principles it never developed Terms of Reference.

2. Proposed Action / Recommendation

EABO requests that Council approve the attached proposed Terms of Reference.

3. Next Steps (if motion approved)

- The approved Terms of Reference would be posted in the EABO website.

4. Policy or Program contribution to the Strategic Plan

- Strategic Objective 3 – Enhance PEO's Public Image
- Strategic Objective 5 – Increase influence in matters regarding the regulation of the profession

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

	Operating	Capital	Explanation
Current to Year End	\$	\$	Funded from existing EABO budget
2 nd	\$	\$	Not Applicable, since it is funded from existing EABO budget

6. Peer Review & Process Followed

Process Followed	<p>Outline the Policy Development Process followed.</p> <ul style="list-style-type: none"> EABO forms a Working Group to develop a Terms of Reference (May 11, 2017). Terms of Reference were reviewed and approved by EABO (October 26, 2017).
Council Identified Review	Not applicable
Actual Motion Review	Not applicable

7. Appendices

- Appendix A – Proposed Terms of Reference for EABO

EABO

c/o Professional Engineers Ontario
101 - 40 Sheppard Avenue West
Toronto, Ontario M2N 6K9
Tel: (416) 224-1100 / 1-800-339-3716
Fax: (416) 224-1579

C-516-2.10
Appendix A

WORKING GROUP REPORT

TASK: Updated EABO Terms of Reference

MEMBERS: David Craddock (OAA), David Dengler (PEO), Walter Dernak(OAA), and Mike Seiling (OBOA).

DATE: Draft Report of July 25,2017. UPDATED on October 26, 2017

1. Proposed EABO Committee Operating Principles: OVERALL STRUCTURE

- I. Objects.
- II. Definitions.
- III. Membership and Dues/Expenses.
- IV. Meetings.
- V. Executive and Subcommittee functions and responsibilities.
- VI. Amendments to the Terms of Reference.
- VII. Appendices

I. Objects:

1. The Objects of the EABO Committee are as stated in the published Mission Statement and Guiding Principles unless they are modified by this document or subsequent approved revisions to these principles. These Mission Statements and Guiding Principles are taken from the current OAA web site and are appended to this document.

EABO

Engineers, Architects and Building Officials (EABO) is a joint Liaison group comprised of Professional Engineers Ontario (PEO), Ontario Association of Architects (OAA) and Ontario Building Officials Association (OBOA). The Committee was established in 1993 to deal with issues of mutual concern and interest between the three Founding Partners . The group works to find common positions or industry standards/practices on certain elements of the design and construction industry.

GUIDING PRINCIPLES

EABO is committed to:

1. Applying a pragmatic problem-solving approach to issues of concern.
2. Supporting and promoting the consistent application of, and conformity with, provincial building regulations and professional practice standards.
3. Recommending measure which are consistent with the roles of various persons set out in 1.1 of the Building Code Act.
4. Developing Standards by consensus, which means substantial agreement and more than a simple majority, but not necessarily unanimity.
5. Advocating the more practical and simpler of any effective approach to an issue.
6. Advocating for the practical and reasonable needs of designers.
7. Supporting the role of the Ontario Association of Architects and Professional Engineers Ontario as independent, self-regulating professional organizations independently responsible for the qualifications and activities of their members.
8. Supporting the needs and authority of local municipal authorities in carrying out their responsibility for confirming that construction and demolition complies with applicable law.

MISSION STATEMENT

1. To liaise on common issues related to the regulatory process governing the design and construction of buildings.
2. To develop proactive positions in regard to the regulatory process governing the design and construction of buildings.
3. To comment on government initiatives pertaining to statutes, regulations and bylaws governing building sites and the construction and enlargement and alteration of buildings and, through input from the professional associations, to try and formulate joint positions to assist engineers, architects and building officials to better carry out their services for the protection of the public.

II. Definitions:

1. The terms shown abbreviated below or in published Committee documents are in accordance with the definitions below:

- a. "AGM" refers to the organized Annual General Meeting of the constituent Founding Partners of EABO.
- b. "CEO" refers to the Consulting Engineers Ontario.
- c. "Founding Partners" refers to the PEO, OAA and OBOA who were the original three organizations to found the EABO Committee.
- d. "LMCBO" refers to the Large Municipality Chief Building Officials.
- e. "OAAAS" refers to the Ontario Association of Applied Architectural Science.
- f. "OBOA" refers to the Ontario Building Officials Association.
- g. "OAA" refers to the Ontario Association of Architects.
- h. "PEO" refers to the Professional Engineers Ontario.

2. All other Acronyms in this document and published EABO statements will be followed in brackets by their definition.

III. Membership and Expenses.

1. "Member: A Member shall be a Member of the OBOA, OAA, or the PEO. These members shall be appointed by the Founding Partners as their Boards or Councils deem appropriate. Each founder may elect up to four Members who may also be part of organizations other than their own organization.

2. "Member Associate" shall also be an individual who is interested in the work of the EABO Committee and adheres to the published Mission Statement of the EABO Committee. That person will be appointed to the Committee by a consensus vote of the EABO Committee and will have a term and duties as determined, as appropriate, by the EABO Committee.

3. The term of the appointment of a Member appointee shall be three years from approval by the Founding Partners, unless modified by these organizations and approved by their Councils.

4. The Committee Chair shall also serve a one year term as a Member of the Committee and in the role of Chair on the Committee unless modified by subsequent agreements. When the Chair retires, the Founding Partners, in a rotation schedule, shall designate their preferred Member to be the new Chair for a one year term.

5. Invited Guests: The Chair may invite, from time to time as appropriate, representatives from other allied organizations to become a member of the committee for a specified term not exceeding three years.

6. Expenses: Expenses for Members shall be remitted to the Member's own Association or Organization, who shall reimburse any expenses as they see fit, according to the rules and guidelines of the respective Association or Organization.

IV. Meetings.

1. The Committee shall meet bi-monthly and by notice given to all members. It is intended that the Committee meet about 6 times per annum, with additional meetings of working groups and sub committees as needed. A meeting may be cancelled if the committee feels there are not issues requiring immediate attention and to suit the schedules of the Members of the Committee.
2. A quorum for a meeting of the Committee shall be a minimum of six (6) current Members. A minimum of one member from each of the three Founding Partners needs to be present to maintain quorum at any time during a meeting.
3. All items requiring a vote of approval shall be decided by a simple majority of votes cast by those in attendance at the meeting. However, to achieve consensus a minimum of 75% need to cast their vote. In the event of a tie vote, the Chair may cast an additional vote to decide the issue in question. Any item that is not unanimous in approval, but meets the 75% threshold for a consensus agreement may serve as a valid Committee policy position, but shall be so identified as a "general agreement" but not be identified as a "consensus decision" item. The item then shall be circulated, with 30 days of notice, to the three Founding Partners for final comment or concerns, before there is any official EABO Committee missive or publication of this item to the general public that states that it constitutes an official EABO position or document.
4. It is intended that the Committee can operate in an informal manner but that all items requiring approvals and public distribution are done in general conformance to the meeting structure of Roberts Rules (Robert's Rules of order newly revised in brief, latest edition).
5. The committee shall establish from time to time as needed various working groups who will be selected and authorized by the committee to develop an appropriate response to issues raised at a committee meeting. Once completed, the working group will present the issue to the committee for comment and approval as required.

6. The Secretary and Chair shall prepare draft meeting minutes within two weeks of the meeting and circulate them to the Committee Members for review and comment. The Secretary and Chair will then prepare updated meeting minutes which will be sent to all committee members one week in advance of the next scheduled meeting of the EABO Committee. All Members are to submit New Business Agenda Items to the Secretary and/or Chair in advance of the next scheduled meeting of the Committee.
7. Declarations of Conflict of Interest: The Chair will open all meetings with a request that all members shall declare any conflict of interest on items to be discussed or voted upon in the agenda. The member shall also refrain from participating in the discussion of such item, or items, and shall refrain from casting a vote on that item or items.
8. Limitation on Member Liability for Information or Opinions: It is understood that information supplied to the meeting by a member is done in good faith that it is to the best of the members' knowledge, accurate and factual. It is further understood that this information or opinion shall be considered a personal viewpoint and one that does not necessarily reflect an official policy of either the PEO, OAA or OBOA. Such personal expression does not constitute any expressed warranty or claim of official status, unless official notice is received in writing from the Boards of the PEO, OAA, or OBOA.
9. Official Policies and approved documents of the founding partners shall be communicated in writing to the EABO Chair and Secretary for information and use by the Committee.
10. All meetings shall be open. For reasons such as the ones listed below, the meeting or part of a meeting may be closed to the public if the subject matter being considered concerns one of the following:
 - Personal matters about an identifiable individual;
 - Litigation or potential litigation, including matters before administrative tribunals affecting the organization or a member;
 - The receiving of advice that is subject to solicitor client privilege, including communications necessary for that purpose; and
 - Any other matter which the Committee determines.

V: Executive Committee and Functions:

1. The Executive Committee of the Committee shall consist of the following officer positions:

- (a) Chair. Selected from one Member of the Founding Partners for a one year term.
- (b) Vice Chairs (2). Selected by each Council of the other Founding Partners as a designated Member of the Executive Committee.
- (c) Secretary of the Administrative Committee (the host Founding Partner of the meeting may designate a member or a staff person, who may not be a Member of the EABO Committee, to organize the meeting details and prepare the draft meeting minutes.

2. Duties of the Executive Committee

- (a) Chair. The Chair will preside at all meetings of the Committee and shall conduct the meeting in general conformance with the current accepted version of Roberts Rules, and to ensure that the operation of the Committee is in general conformance with the approved organizational structure of the EABO committee. In his/her absence, any of the other Vice Chairs may perform the role of the Chair with the agreement and consent of the meeting. If a Vice Chair is unable to perform this function then any member may perform the role of the Chair with the agreement and consent of the meeting.
- (b) Secretary. The Secretary of the Committee will ensure that the minutes of all regular meetings are accurately recorded and distributed to all Members, and to the founding partners in a timely basis, as outlined in sentence IV.6 above.

VI: Amendments of this document:

- 1. The structure of the EABO Committee will be approved by each of the founding partners once the EABO Committee approves a 2017 draft document of this proposed set of operating principles.
- 2. Changes may occur as proposed by the EABO Committee from time to time as needed. These changes will then be consolidated into a draft format and returned to the Councils of the three founding partners for review and endorsement by the three Founding Partners.

End of Report.

COMMITTEE / TASK FORCE TERMS OF REFERENCE

Purpose: To approve committee and task force Terms of Reference, work plans and human resources plans.

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

That Council approve the revised Terms of Reference for the following committees, as presented at C-516-2.11, Appendices A to D:

- **Award Committee (AWC)**
- **Complaints Review Councillor (CRC)**
- **Enforcement Committee (ENF)**
- **Licensing Committee (LIC)**

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

In accordance with the *Committees and Task Forces Policy – Reference Guide* (Sections 2.5 and 3.2), various committees submitted their respective Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. Predominantly, the Terms of Reference documents were revised to comply with the Council directive that committees implement term limits by the imposed March 31, 2017 deadline.

At its August 10, 2017 meeting, the ACV reviewed the Awards Committee (AWC) and Complaints Review Councillor (CRC) revised Terms of Reference and provided the following comments:

2.1 Awards Committee (AWC) Terms of Reference	Moved by Vic Pakalnis, seconded by Nick Colucci: That no recommendations/feedback be provided. MOTION CARRIED.
2.2 Complaints Review Councillor (CRC) Terms of Reference	The minor change in the Terms of Reference does not require review.

At its December 7, 2017 meeting, the ACV reviewed the Enforcement Committee (ENF) revised Terms of Reference and provided the following comments:

2.3 Enforcement Committee (ENF) Terms of Reference	It was agreed to accept the <i>ENF Terms of Reference</i> with the following amendment:	
	Council Liaison	The Council Liaison is appointed in accordance with the process approved by Council at its 508th meeting on September 23, 2016.

2. Proposed Action / Recommendation

That Council approve the submitted Terms of Reference documents, as presented.

3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website.

4. Policy or Program contribution to the Strategic Plan

The motion regarding Committee / Task Force Terms of Reference is related to Objective 9 in the 2018-2020 Strategic Plan.

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

Not applicable

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• The AWC Terms of Reference was submitted to People Development in November 2016 and subsequently submitted to for approval to Council in February 2017. Council had not approved AWC's proposed revised Terms of Reference and referred the document back to the committee. The second revision of the AWC Terms of Reference document was submitted to People Development in June 2017.• The CRC Terms of Reference were submitted to People Development in June 2017.• The ENF Terms of Reference was submitted to People Development in November 2017.• The Licesng Committee (LIC) Terms of Reference was submitted to People Development in January 2018.
Council Identified Review	N/a
Actual Motion Review	<ul style="list-style-type: none">• In accordance with the <i>Committee and Task Force Policy – Reference Guide</i> (Sections 2.5 and 3.2), the Terms of Reference documents (with the exception of the LIC Terms of Reference) were submitted to the Advisory Committee on Volunteers (ACV) for review and comment. The ACV reviewed the AWC and CRC Terms of Reference at its August 10, 2017 meeting and the ENF Terms of Reference at its December 7, 2017 meeting.

7. Appendices

- Appendix A – Awards Committee (AWC)
 - i) Terms of Reference (changes are identified in grey highlight)
- Appendix B – Complaints Review Councillor (CRC)
 - i) Terms of Reference (changes are identified in grey highlight)
- Appendix C – Enforcement Committee (ENF)
 - i) Terms of Reference (changes are identified in grey highlight)
- Appendix D – Licensing Committee (LIC)
 - i) Terms of Reference (changes are identified in grey highlight)

Terms of Reference

Professional Engineers Awards Committee (AWC)

Issue Date: April, 2007

Revised: June 16, 2017

Approved by:

Review by:

Legislated and other Mandate approved by Council	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) <u>Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), Sterling Engineering Intern Award,</u> and External Honours activities to support achievement of the additional object of the Act, which states, "To promote public awareness of the role of the association". (Section 2(4) 4)
Key Duties and Responsibilities	<ol style="list-style-type: none"> 1. Encourage the nomination and celebration of deserving colleagues for recognition through Professional Engineers Awards Programs (OOH, OPEA and Sterling) and External Honours. 2. Promote and raise awareness of the Awards program through: <ol style="list-style-type: none"> (a) representation at Committee and Chapter events, and (b) communications with employers of engineers, learned societies, associations, and others. 3. Monitor and review past award recipients and other award programs to identify persons deserving further recognition through upgrades or other awards. 4. Review and assess eligible nominations for the Ontario Professional Engineers Awards (OPEA), Order of Honour (OOH), Sterling Award and External Awards programs and make recommendations for potential awardees for approval by PEO Council, and by the OSPE Board regarding the OPEA awardees only. 5. Participate in establishing parameters for the award ceremonies to recognize recipients of the OOH and OPEA. Participate in the ceremonies. 6. Monitor the awards program strategies. 7. Review and consider / recommend to Council awards program changes and/or new awards where appropriate. 8. Oversight of the nomination for the Engineers Canada Fellowship program and for the Ontario Volunteer Service Award.
Constituency, Number & Qualifications of Committee/Task Force Members	From 10 to 12 members, with maximum of 12 members of the association. Usually selected as a cross-section of industry, academic, and government. Two of the members are appointed by the Ontario Society of Professional Engineers to jointly administrate the Ontario Professional Engineers Awards. Desirable to include at least one member of Council, one Companion of the OOH, and about six recipients from PEO's Awards Program, preferably engineers of some years standing and with a wide knowledge of engineering disciplines.
Qualifications and election of the Chair	The election of the Chair shall ideally take place at the first committee meeting of the calendar year for a one-year term. The Chair can be re-elected to serve a maximum of 3 consecutive terms. A two-thirds majority vote by members of the Committee is required to remove the Chair.
Qualifications and election of the Vice Chair(s)	The election of Vice Chair shall take place at the first committee meeting of the calendar year. The Vice Chair is elected for a one-year term, commencing in January. The Vice Chair can be re-elected to serve a maximum of 3 consecutive terms. To ensure continuity, it is desirable that the Vice Chair advances to the Chair's position, once the Chair's term of service is expired.
Duties of Vice Chair(s)	Chairing meetings in the absence of the Chair. Ideally, the Vice Chair will chair a subcommittee of the Awards Committee.

Term Limits for Committee Chair and Vice Chair	<p>The Chair and Vice Chair are elected annually for a one-year term, from January to December. The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member thereafter to the maximum ten (10) years of cumulative committee service.</p>
Term Limits for Committee Members	<p>Committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative committee service.</p>
Succession Planning	<p>Note: All committees must have a succession plan, approved by Council, to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee's membership and on-boarding of new committee members.</p>
Quorum	<p>Committee operates under Wainberg's Rules</p>
Meeting Frequency & Time Commitment	<p>Up to 8 full-day face-to-face meetings per year. Remainder by teleconference. Subcommittee meetings will be held in conjunction with face-to-face meetings or by teleconference. The number of Subcommittee meetings is approximately equal to the number of meetings of the full Committee.</p>
Operational year time frame	<p>Calendar year (January to December)</p>
Committee Advisor	<p>Fern Gonçalves, Director, People Development</p>

Terms of Reference Complaints Review Councillor (CRC)

Issue Date: September 19, 2014

Review Date: May 19, 2017

Legislated and other Mandate Approved by Council	<p>Complaints Review Councillor</p> <p><u>25.(1)</u> There shall be a Complaints Review Councillor who shall be appointed by Council and shall be,</p> <p>(a) a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c); or</p> <p>(b) a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General. 2010, c. 16, Sched. 2, s. 5 (45).</p> <p>Idem</p> <p><u>(2)</u> The Complaints Review Councillor is not eligible to be a member of the Complaints Committee or the Fees Mediation Committee. R.S.O. 1990, c. P.28, s. 25(2).</p> <p>Powers of Complaints Review Councillor</p> <p>Examination by Complaints Review Councillor</p> <p><u>26.(1)</u> The Complaints Review Councillor may examine from time to time the procedures for the treatment of complaints by the Association. R.S.O. 1990, c. P.28, s. 26 (1); 2010, c. 16, Sched. 2, s. 5 (46).</p> <p>Review by Complaints Review Councillor</p> <p><u>(2)</u> Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee within ninety days after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee. R.S.O. 1990, c. P.28, s. 26 (2); 2001, c. 9, Sched. B, s. 11 (31).</p> <p>Application to Complaints Review Councillor</p> <p><u>(3)</u> A complainant who is not satisfied with the handling by the Complaints Committee of a complaint to the Committee may apply to the Complaints Review Councillor for a review of the treatment of the complaint after the Committee has disposed of the complaint. R.S.O. 1990, c. P.28, s. 26 (3).</p> <p>Notice of application</p> <p><u>(3.1)</u> A complainant who applies for a review under subsection (2) or (3) shall give the person complained against notice of the application. 2010, c. 16, Sched. 2, s. 5 (47).</p> <p>No inquiry into merits</p> <p><u>(4)</u> In an examination under subsection (1) or a review under subsection (2) or (3), the Complaints Review Councillor shall not inquire into the merits of any particular complaint made to the Complaints Committee. 2010, c. 16, Sched. 2, s. 5 (48).</p>
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Discretionary power of Complaints Review Councillor

(5) The Complaints Review Councillor may decide not to make or continue a review under subsection (2) or (3) if,

(a) the review is or would be in respect of the treatment of a complaint that was disposed of by the Complaints Committee more than twelve months before the matter came to the attention of the Complaints Review Councillor; or

(b) in the opinion of the Complaints Review Councillor,

(i) the application to the Complaints Review Councillor is frivolous or vexatious or is not made in good faith, or

(ii) the person who has made application to the Complaints Review Councillor has not a sufficient personal interest in the subject-matter of the particular complaint. R.S.O. 1990, c. P.28, s. 26 (5); 2010, c. 16, Sched. 2, s. 5 (49, 50).

Notice, no review

(5.1) If the Complaints Review Councillor decides under subsection (5) not to make or continue a review, he or she shall give notice of the decision to the Complaints Committee, to the complainant and to the person complained against. 2010, c. 16, Sched. 2, s. 5 (51).

Notice of examination or review

(6) Before commencing an examination or review, the Complaints Review Councillor shall give notice to the Complaints Committee of his or her intention to commence the examination or review and, in the case of a review, shall also give notice to the person complained against. 2010, c. 16, Sched. 2, s. 5 (52).

Office accommodation

(7) The Council shall provide to the Complaints Review Councillor such accommodation and support staff in the offices of the Association as are necessary to the performance of the powers and duties of the Complaints Review Councillor. R.S.O. 1990, c. P.28, s. 26 (7).

Privacy

(8) Every examination or review by the Complaints Review Councillor in respect of the Association shall be conducted in private. R.S.O. 1990, c. P.28, s. 26 (8).

Receipt of information

(9) In conducting an examination or review in respect of the Association, the Complaints Review Councillor may hear or obtain information from any person and may make such inquiries as he or she thinks fit. R.S.O. 1990, c. P.28, s. 26 (9); 2010, c. 16, Sched. 2, s. 5 (54).

Hearing not required

(10) The Complaints Review Councillor is not required to hold or to afford to any person an opportunity for a hearing in relation to an examination, review or report under this section. R.S.O. 1990, c. P.28, s. 26 (10); 2010, c. 16, Sched. 2, s. 5 (55).

Duty to provide information

(11) On the request of the Complaints Review Councillor, a member of the Council, member of a committee of the Association or officer or employee of the Association shall give to the Complaints Review Councillor,

(a) any information regarding the proceedings and procedures of the Complaints Committee regarding the treatment of complaints made to it that the Complaints Review Councillor requires; and

(b) access to all records, reports, files and other papers and things belonging to or under the control of the member, officer or employee, or the Association, that relate to the treatment by the Complaints Committee of complaints or any particular complaint, as specified by the Complaints Review Councillor. 2010, c. 16, Sched. 2, s. 5 (56).

Report

(12) On completing an examination or review, the Complaints Review Councillor shall make a report of his or her findings. 2010, c. 16, Sched. 2, s. 5 (56).

Report re examination

(13) The Complaints Review Councillor shall give a copy of a report respecting an examination under subsection (1) to the Council and to the Complaints Committee. 2010, c. 16, Sched. 2, s. 5 (56).

Report re review

(14) The Complaints Review Councillor shall give a copy of a report respecting a review under subsection (2) or (3) to the Council, to the Complaints Committee, to the complainant and to the person complained against. 2010, c. 16, Sched. 2, s. 5 (56).

Report to Minister

(15) If the Complaints Review Councillor is of the opinion that a report made under this section should be brought to the attention of the Minister, the Complaints Review Councillor shall give a copy of the report to the Minister. 2010, c. 16, Sched. 2, s. 5 (56).

Recommendations

(16) The Complaints Review Councillor may include in a report his or her recommendations in respect of the procedures of the Complaints Committee, either generally or with respect to the treatment of a particular complaint. R.S.O. 1990, c. P.28, s. 26 (16); 2010, c. 16, Sched. 2, s. 5 (57).

Consideration of report by Council

(17) The Council shall consider every report, and any recommendations included in the report, that it receives from the Complaints Review Councillor, and shall notify the Complaints Review Councillor of any action it takes as a result. 2010, c. 16, Sched. 2, s. 5 (58).

Consideration of report by Complaints Committee

(18) The Complaints Committee shall consider every report, and any recommendations included in the report, that it receives from the Complaints Review Councillor, and shall notify the Complaints Review Councillor of any action it takes as a result. 2010, c. 16, Sched. 2, s. 5 (58).

Key Duties and Responsibilities	<p>Examination by Complaints Review Councillor</p> <p><u>26.(1)</u> The Complaints Review Councillor may examine from time to time the procedures for the treatment of complaints by the Association. R.S.O. 1990, c. P.28, s. 26 (1). 2010, c. 16, Sched. 2, s. 5 (46).</p> <p>Review by Complaints Review Councillor</p> <p><u>(2)</u> Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee within ninety days after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee. R.S.O. 1990, c. P.28, s. 26 (2); 2001, c. 9, Sched. B, s. 11 (31).</p>
Constituency & Qualifications of Committee/Task Force Members	<p>Complaints Review Councillor</p> <p><u>25.(1)</u> There shall be a Complaints Review Councillor who shall be appointed by Council and shall be,</p> <p style="padding-left: 40px;">(a) a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c); or</p> <p style="padding-left: 40px;">(b) a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General. 2010, c. 16, Sched. 2, s. 5 (45).</p> <p>Idem</p> <p><u>(2)</u> The Complaints Review Councillor is not eligible to be a member of the Complaints Committee or the Fees Mediation Committee. R.S.O. 1990, c. P.28, s. 25(2).</p>
Qualifications and Election of the Chair	<p>N/A</p>
Qualifications and Election of the Vice Chair(s)	<p>see Act (s. 25(1)) N/A</p>
Duties of Vice Chair(s)	<p>N/A</p>
Term Limits for Committee Members	<p>Appointments to the CRC are subject to Council appointment, policies and the <i>Professional Engineers Act</i>.</p>
Quorum	<p>1</p>
Meeting Frequency and Time Commitment	<p>1-2 meeting per year, if necessary – depending on the number of requests for review received.</p>
Operational Year Time Frame	<p>N/A</p>
Committee Advisor	<p>Salvatore Guerriero, P.Eng., LL.M., Manager, Tribunals</p>

Terms of Reference Enforcement Committee (ENF)

Issue Date: November 21, 2017
Approved by: Council

Review Date: March 2020
Review by: Council

Legislated and other Mandate approved by Council	Mandate is to advise Council on matters relating to the enforcement of the provisions of the <i>Professional Engineers Act</i> dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.
Key Duties and Responsibilities	<ol style="list-style-type: none"> 1. To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity. 2. To act as an advisory body to the Registrar, PEO committees and task forces and Council on policy matters relating to enforcement.
Constituency & Qualifications of Committee/Task Force Members	Up to ten (10) professional engineers can be committee members: at least five (5) are practising engineers and at least one (1) is a practising lawyer. It is desirable that a cross-section of emerging engineering disciplines is represented. Plus one (1) Councillor appointed as Council Liaison, who is not a committee member for the purpose of the quorum requirement.
Qualifications and election of the Chair	The election of the Chair will be conducted at the last meeting of each calendar year for a one-year term to commence the following calendar year. The Chair must be nominated from among the members of the committee by a plurality vote of the regular quorum, with first-past-the-post voting. Any sitting member may be nominated for the Chair position by nomination of any two (2) other members.
Qualifications and election of the Vice Chair	The election of the Vice Chair will be conducted after the election of the chair at the last meeting of each calendar year for a one-year term to commence the following calendar year. The Vice Chair must be nominated from among the members of the committee by a plurality vote of the regular quorum, with first-past-the-post voting. Any sitting member may be nominated for the Vice Chair position by nomination of any one (1) other member.
Duties of the Chair	The Chair will chair all regular meetings of the committee, participate in setting the meeting agendas, and be the signatory to correspondence and reports issued by the committee.
Duties of the Vice Chair	The Vice Chair will chair meetings in the absence of the Chair and will perform such other duties on behalf of the committee as decided by the committee.
Council Liaison	The Council Liaison is appointed in accordance with the process approved by Council.

Term Limits for Committee members	Committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative committee service.
Term Limits for Committee Chair and Vice Chair	<p>The Chair and Vice Chair are elected annually for a one-year term, from January to December. The Chair and Vice Chair may be re-elected to their respective positions to serve a maximum of three (3) consecutive years.</p> <p>To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position once the Chair's term of service has expired.</p> <p>Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions.</p> <p>The Chair, once having served as Chair, may only serve as a general committee member thereafter to the maximum ten (10) years of cumulative service on the committee.</p>
Succession Planning	All committees must have a succession plan, approved by Council, to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee's membership and on-boarding of new committee members.
Quorum	The Quorum is the lesser of four members or 50 per cent the members of the committee, but in accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's membership present at the meeting. This threshold applies to all committee decisions. The Chair and Vice-Chair are members and can be counted to obtain the quorum requirement.
Meeting Frequency & Time Commitment	<p>Meetings are held up to six times per year, approximately once every two months. Meetings last 2-3 hours each and meeting preparation time may be between 1-3 hours in advance to review materials. Members may attend by teleconference.</p> <p>If a member misses three consecutive meetings without reason, they will be considered to have resigned from the committee, effective the date of their last meeting attended.</p> <p>In addition, subcommittees will be created for each work plan deliverable and members will be required to sit on at least one subcommittee to complete the annual work plan.</p>
Operational year time frame	The committee's operational year follows the calendar year, from January 1 to December 31.
Committee advisor	Manager, Enforcement, Regulatory Compliance

Terms of Reference

Licensing Committee (LIC)

C-516-2.11 Appendix D

Issue Date: February 2018
Approved by Council: February 2018

Review Date: January 18, 2018
Review by: Licensing Committee

Legislated or other Mandate approved by Council	<i>To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process</i>
Key Duties and Responsibilities	<ol style="list-style-type: none"> 1. Identify the need for, and prioritize, enhancements to PEO's licensing policies, criteria, and processes. 2. Propose to Council the creation of subcommittees / task groups to develop licensing policy in specific policy areas, including their population and terms of reference. 3. Coordinate the development of proposals for Council approval to enhance PEO's licensing criteria and processes, including appropriate peer review. 4. Ensure the involvement of PEO's legislated committees involved in licensure (ARC, ERC, LEC, REC) in peer review of proposed changes to PEO's licensing criteria and processes. 5. Assess threats from external sources to the integrity of PEO licensing criteria and processes, and propose proactive strategies and tactics to address them for Council approval. 6. Review and advise Council with respect to proposals from internal and external stakeholders for changes to PEO's licensing criteria and processes. 7. Maintain, on behalf of Council, a prioritized high-level plan for development and implementation of changes to PEO's licensing criteria and processes. 8. Track and document developments and practices in other self-regulating professions with respect to licensure. 9. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to licensure. 10. Review and comment on elements of the National Framework for Licensure that are relevant to PEO's licensing criteria and processes. 11. Communicate regularly with Council and important stakeholders to keep them up to date on issues and developments related to licensure.
Constituency & Qualifications of Committee Members	<p>Nine (9) members as follows:</p> <ul style="list-style-type: none"> • two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term; • two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term; • one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council; • four (4) other members to be drawn from among PEO volunteers with demonstrable domain knowledge and/or interest in licensure – two (2) for a 3-year term, and two (2) for a 2-year term.

	<p>Because of the importance of retaining a solid base of domain knowledge with respect to licensure, it is expected that committee members will have experience with licensure, and that committee turnover will be slower than that of most standing committees.</p>
<p>Qualifications and election of Chair and Vice Chair</p>	<p>Extensive knowledge of PEO's licensing criteria and processes acquired through volunteering on ARC, ERC, LIC, REC, LPTF, and/or NFTF.</p> <p>Broad understanding of the concepts and principles of professional self-regulation and of PEO's core regulatory processes.</p> <p>Election method to be determined by the Committee.</p> <p>Chosen nominees presented to Council for ratification.</p>
<p>Duties of Vice Chair</p>	<p>To chair meetings of the Committee in the Chair's absence, and to provide orientation and training for new members.</p>
<p>Term Limits for Chair and Vice Chair</p>	<p>The Chair and Vice Chair are elected annually for a one-year term, from January to December. They may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable but not mandatory that the Vice Chair succeed to the position of Chair when the Chair's term of service ends. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions until they have been off the Committee for at least six (6) years. Once having served as Chair, a Committee member may serve thereafter only as a general member, and only to a maximum of ten (10) years of cumulative committee service.</p>
<p>Term Limits for Committee members</p>	<p>The objective for term lengths and limits on the Committee is to strike a balance between continuity of knowledge and experience, on the one hand, and proper succession and introduction of "new blood", on the other hand.</p> <p>With the exception of the LEC appointee (an annual appointment, since LEC members are appointed annually by Council), a term on this Committee is either two (2) or three (3) years, with the variation in term length designed to stagger turnover and ensure continuity.</p> <p>Committee members may be reappointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative service.</p>
<p>Succession Planning</p>	<p>As part of its annual Work and HR Plan approved by Council, the Committee will maintain a succession plan to ensure the orderly transition of the positions of Chair and Vice Chair, and to provide for renewal of the Committee's membership and on-boarding of new Committee members.</p>
<p>Quorum</p>	<p>5 members, including Chair or Vice Chair</p>
<p>Meeting Frequency and Time Commitment</p>	<p>The Committee will meet in person at least quarterly, for at least two hours. Additional meetings may be scheduled commensurate with the Committee's workload.</p> <p>Mutually convenient meeting times will be determined by the Chair in consultation with the Committee members.</p>

	Teleconferencing / videoconferencing facilities may be made available for members unable to attend in person.
Operational year time frame	<i>January – December</i>
Committee advisor	<i>Deputy Registrar - Licensing and Registration</i>

Briefing Note – Decision

COMMITTEE / TASK FORCE ANNUAL WORK AND HUMAN RESOURCES PLANS

Purpose: To approve committee and task force work plans and human resources plans.

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

That Council approve the committee / task force work plans and human resources plans as presented to the meeting at C-516-2.12, Appendices A to E.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

Under the Committees and Task Forces Policy (Committees/Task Forces Operations, Item 3), each committee / task force is to prepare an annual work plan and human resources plan for the following year by September 30 each year.

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans. The following committees / task force have submitted their human resources plans and work plans for Council approval:

Committee	HR Plan	Work Plan
Discipline Committee (DIC)	✓	✓
Equity and Diversity Committee (EDC)	-	✓
Emerging Disciplines Task Force (EDTF)	-	✓
Human Resources Committee (HRC)	-	✓
Licensing Committee (LIC)		✓

Note: Changes in HR plans are identified with grey highlight.

2. Proposed Action / Recommendation

That Council approve the submitted human resources plans and work plans for the respective committees.

3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website and the committees will implement their plans

4. Policy or Program contribution to the Strategic Plan

The motion regarding Committee / Task Force Annual Work and Human Resources Plans is related to Objective 9 in the 2018-2020 Strategic Plan.

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

Not applicable

6. Peer Review & Process Followed

Process Followed

Committees and Task Forces Policy – *Reference Guide*,
Section 3 - Committee and Task Force Operations

	<ul style="list-style-type: none"> Item 3.3 - By September 30 each year, each committee/task force shall prepare an annual Work and Human Resources Plan for the following year.
Council Identified Review	N/a
Actual Motion Review	N/a

7. Appendices

- Appendix A – Discipline Committee (DIC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan
- Appendix B – Equity and Diversity Committee (EDC)
 - i) 2018 Work Plan
- Appendix C – Emerging Disciplines Task Force (EDTF)
 - i) 2018 Work Plan
- Appendix D – Human Resources Committee (HRC)
 - i) 2017-2018 Work Plan
- Appendix E – Licensing Committee (LIC)
 - i) 2018 Work and Human Resources Plan

HUMAN RESOURCES PLAN - 2018
DISCIPLINE COMMITTEE (DIC)

C-516-2.12
Appendix A(i)

Committee: Discipline Committee	Date Developed: December 2017
Committee Review Date: January 12, 2018	Date Council Approved:

Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
Core Competencies	See Appendix A	See Appendix A	
Committee Membership	38 members		
Broad Engagement	Elected Councillor: 5 LGA (P.Eng.) Councillor: 2 AG (P.Eng.) Members: 3 LGA (Lay) Councillor: 3 Attorney General (AG) appointee (LL.B.): 5 General Member: 20		
Volunteer Development Plans	<p><u>All Members</u></p> <p><u>New Members:</u></p> <p>a. Attend a DIC meeting and a basic training session</p> <p>b. Participate as a panel member at a contested hearing</p> <p><u>New Scribes:</u></p> <p>c. Act as a panel scribe (Prerequisite: a and b)</p> <p><u>Experienced Members:</u></p> <p>d. Participate as a panel member at contested hearings (Prerequisite: a and b)</p>	<p><u>All Members</u></p> <p>Performance Evaluation of panel members to measure sufficiency and effectiveness of training. (to be developed by the Evaluation Task Group)</p> <p><u>New Members:</u></p> <p>a. Attend the training session(s) (to be developed by the Training Task Group)</p> <p><u>New Scribes:</u></p> <p>c. Attend the training session(s) (to be developed by the Training TG)</p> <p><u>Experienced Members:</u></p> <p>d. No change</p> <p>e. No change</p>	

HUMAN RESOURCES PLAN - 2018

DISCIPLINE COMMITTEE (DIC)

	<p>e. Participate on subcommittee (Prerequisite: a, b, c, d)</p> <p>f. Attend bi-annual refresher training</p> <p>g. Present training material at a DIC meeting</p> <p><u>New Panel Chairs:</u></p> <p>h. Attend panel chair training (Prerequisites: d)</p> <p>i. Conduct a panel for a hearing within 12 months after receiving the training (Prerequisite: h)</p> <p><u>New Pre-Hearing Conference Chairs:</u></p> <p>j. Participate as a presiding member at a pre-hearing (Prerequisite: d)</p> <p><u>Past Chairs:</u></p> <p>Past Chairs will be used as advisers, when required.</p> <p><u>Emeritus members:</u></p> <p>This is a subcategory of past-DIC members appointed under section 27(1)4 who may still contribute their wise counsel based upon years of DIC experience. These members do not serve on panels.</p>	<p>f. Attend the training session(s) (to be developed by the Training TG)</p> <p>g. Replaced by dedicated training sessions (to be developed by the Training TG)</p> <p><u>New Panel Chairs:</u></p> <p>h. Attend the training session(s) (to be developed by the Training TG)</p> <p>i. No change</p> <p><u>New Pre-Hearing Conference Chairs:</u></p> <p>j. No change</p> <p><u>Past Chairs:</u></p> <p>No change</p>	
<p>Term of Office</p>	<p>Refer to the DIC Terms of Reference</p>		

HUMAN RESOURCES PLAN - 2018

DISCIPLINE COMMITTEE (DIC)

APPENDIX A

1. Key Objectives and Core Competencies (as per the Work Plan)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Hear and Decide Matters (Panel Members)	<ul style="list-style-type: none"> a. Knowledge of the applicable sections of the <i>Professional Engineers Act</i> and its Regulations, the <i>Statutory Powers and Procedures Act</i>, the DIC Rules of Procedure and the DIC Handbook : <ul style="list-style-type: none"> i. Panel chair – Comprehensive Knowledge ii. Experienced Members – Detailed Knowledge iii. New Members – Basic Knowledge b. Ability to contribute to the panel’s deliberations by understanding the legal arguments presented, finding facts, weighing evidence, and making fair, reasonable decisions that apply the law to the facts and evidence. (all panel members). c. Be committed and enthusiastic. Judicial Temperament. (all panel members). d. Ability to write Decisions and Reasons (scribes). e. Ability to conduct a hearing, including involving the ILC where appropriate (panel chair). f. Have the time required to sit on panels (all panel members). g. Familiarity with Decisions and Reasons in previous matters, judicial reviews of administrative decisions, and PEO reviews of the Complaints and Discipline process (panel chair and experienced members).
Set hearings (Chair, DIC)	<ul style="list-style-type: none"> a. Ability to obtain mutually available dates from the parties, appoint a panel and issue the Notice of Hearing within the prescribed statutory time. b. Experience conducting a pre-hearing conference.
Develop Volunteers (Chair, Vice-Chair, DIC)	<ul style="list-style-type: none"> a. Identify training requirements and resources. b. Organize training sessions. c. Conduct training sessions.
Develop Policy and Plans (Chair, Vice-Chair)	<ul style="list-style-type: none"> a. Develop and analyze policy alternatives. b. Draft proposals to amend the DIC Handbook, Work Plan, and HR Plan.
Perform Administrative Functions (Chair, DIC)	<ul style="list-style-type: none"> a. Respond to information requests from PEO and Council. b. Draft and provide administrative reports. c. Communicate with Council.

HUMAN RESOURCES PLAN - 2018

DISCIPLINE COMMITTEE (DIC)

2. Competency Gaps and Action Plan

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [i.e.: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Ability to contribute to the panel's deliberations	Understanding allegations and the legal arguments presented, contributing to panels' deliberations and finding facts.	Training and experience (including observing hearings).	Trainers to be identified by the Task Group	Annually
Ability to write Decisions and Reasons	Willingness to write the Decisions and Reasons; ability to communicate effectively in writing; have the time to draft Decisions and Reasons.	Training and experience.	Trainers to be identified by the Task Group	Annually
Comprehensive Knowledge	Of the applicable sections of the PEA and its Regulations, and the DIC's Rules, and detailed knowledge of the DIC Handbook.	Training and experience.	Trainers to be identified by the Task Group	Annually
Time	The number of practicing engineers on the DIC needs to be increased.	Improving procedures to fairly expedite the hearing process, and encourage companies to allow their employees to participate.	DIC and Council	Medium-term (3-5 years)

3. Comments

WORK PLAN – 2018
DISCIPLINE COMMITTEE (DIC)

C-516-2.12
Appendix A(ii)

Approved by Committee: January 12, 2018	Review Date:
Approved by Council:	Budget: Committee: \$50,850 (pending Council approval of 2018 budget)

Mandate:	<p>The Discipline Committee (“DIC”) is an independent administrative tribunal whose mandate is, as per sec. 27.1 and 28 of the <i>Professional Engineers Act</i> (“PEA”), which state, in part:</p> <p>27.1 The Council or the Executive Committee may, by resolution, refer to the Discipline Committee for hearing and determination any allegation of professional misconduct or incompetence on the part of a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence specified in the resolution.</p> <p>28 (1) The Discipline Committee shall,</p> <p>(a) when so directed by the Council, the Executive Committee or the Complaints Committee, hear and determine allegations of professional misconduct or incompetence against a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence;</p> <p>(b) hear and determine matters referred to it under section 24, 27.1 or 37; and</p> <p>(c) perform such other duties as are assigned to it by the Council.</p> <p>The DIC Chair assigns members to a panel and designates one of them to act as the Chair of the panel pursuant to Section 27 of the PEA. Panels hear and determine allegations of professional misconduct or incompetence against a member or licence holder.</p> <p>The DIC operates within the provisions of the <i>Statutory Powers Procedure Act</i> (“SPPA”).</p>																
Terms of Reference:	Refer to the DIC Terms of Reference approved by Council																
Membership:	<p>PEO Council appoints people to the DIC. The Chair is selected by the members of the DIC.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 20px;">Section 27(1)(1): Elected Councillor</td> <td style="text-align: right;">5</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 2(i): LGA (P.Eng.) Councillor</td> <td style="text-align: right;">2</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members</td> <td style="text-align: right;">3</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 3 (i): LGA (Lay) Councillor</td> <td style="text-align: right;">3</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 3 (ii): AG (LL.B.) Appointee</td> <td style="text-align: right;">5</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1)(4): General Member</td> <td style="text-align: right;">20</td> </tr> <tr> <td style="padding-left: 20px;">Current roster as of December 21, 2017: Total:</td> <td style="text-align: right;"><u>38</u></td> </tr> </table>			Section 27(1)(1): Elected Councillor	5	Section 27(1) 2(i): LGA (P.Eng.) Councillor	2	Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members	3	Section 27(1) 3 (i): LGA (Lay) Councillor	3	Section 27(1) 3 (ii): AG (LL.B.) Appointee	5	Section 27(1)(4): General Member	20	Current roster as of December 21, 2017: Total:	<u>38</u>
Section 27(1)(1): Elected Councillor	5																
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Section 27(1) 3 (ii): AG (LL.B.) Appointee	5																
Section 27(1)(4): General Member	20																
Current roster as of December 21, 2017: Total:	<u>38</u>																
Tasks, Outcomes and Success Measures:	Task/Activities	Outcomes/ Success Measures	Due Date														
	1. Canvass members for Hearings and achieve:	90%	Ongoing														

WORK PLAN – 2018
DISCIPLINE COMMITTEE (DIC)

	Responses within one week “Yes” available responses “Not” available responses	> 50% < 40%	
	2. Convene hearings	Notice of Hearing issued within 90 days of referral Parties are given ample opportunity to prepare for the hearing	Ongoing
	3. Issue Decisions and Reasons	Decisions and Reasons issued on a timely basis: 90 days from release of a merits decision, 60 days for penalty/costs decisions, and 60 days for sanctions and publication decisions after receiving final submissions from the parties.	Report to Council quarterly
	4. Hold a DIC meeting		2 per year
	5. Establish Training Task Group, develop adjudication training resources, train all committee members	All DIC members serving on panels have completed the adjudication training. Improve expediency, fairness and quality of decisions.	Complete in 10 months
	6. Establish Evaluation Task Group, develop and implement a peer evaluation process for committee members.	Evaluation results available for all DIC members. Data used by DIC Chair to improve member performance through targeted coaching and training.	Complete in 10 months
	7. Harmonize Handbook with current rules and procedures.	Review and update	Ongoing
Planned Achievements	<p>To improve the performance of the Committee according to the Success Measures listed above by implementing:</p> <ul style="list-style-type: none"> A comprehensive training program for all DIC members A process to evaluate the performance of all DIC members while serving on discipline panels Improvements to rules and procedures to fairly expedite the process of hearing and deciding matters. <p>Refer to the DIC HR Plan approved by Council</p>		

WORK PLAN 2018 EQUITY AND DIVERSITY COMMITTEE (EDC)

Approved by Committee: December 6, 2017		Review Date: September 2018	
Approved by Council:		Approved Budget: \$10,000 [2018]	
Mandate [as approved by Council]:			
<ul style="list-style-type: none"> Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO. 			
Terms of Reference [Key Duties and Responsibilities]:			
<p>1. Recommend mechanisms to ensure:</p> <ul style="list-style-type: none"> There are no groups excluded from the structural life of PEO and communicate PEO's clear commitment to the values and principles of equity and diversity. There is an environment in PEO in which the members of diverse groups are recognized and valued. That regulatory procedures for licensing, complaints, discipline and enforcement, and all PEO meetings and communications with members and the public, reflect the values set out in PEO's Equity and Diversity Policy. There is equity and diversity training for Councillors, PEO staff, committee members, Chapter executives and other volunteers. <p>2. Recommend mechanisms to monitor compliance and effectiveness of PEO's Equity and Diversity Policy.</p> <p>3. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</p>			
Equity and Diversity Awareness			
<ul style="list-style-type: none"> The equity and diversity web-module was considered when planning tasks and activities for 2018. Tasks/activities to be undertaken in 2018 will be done in an equitable manner, engaging diverse groups within PEO Chapters and Committees. The multi-cultural calendar was considered when scheduling meetings and/or events. 			
Action Plan & Activities:		Current Status (Date):	Due Date:
PEO Council demonstrates leadership regarding E&D			
1. Develop new methods to increase E&D module viewing by Council / all PEO members.		Options to be explored	
Facilitate PEO delivery of ongoing information, training and resource support to help staff and volunteers develop capacity to address equity and diversity issues.			
2. Success stories about E&D to be collected from engineering community.		In progress	Fall issue of Engineering Dimensions

WORK PLAN 2018 EQUITY AND DIVERSITY COMMITTEE (EDC)

Action Plan & Activities (continued):	Current Status (Date):	Due Date:
<i>Provide guidance to volunteers about their roles in implementing the E&D policy.</i>		
3. EDC members to facilitate E&D presentations to chapters and committees as requested.	<i>In progress</i>	<i>Ongoing</i>
4. Expand awareness of impact of new Work Plan template developed by EDC in collaboration with ACV.	<i>Results conveyed to Committee Chairs and ACV and further action encouraged</i>	<i>Spring 2018</i>
<i>Promote PEO activities in recruitment and retention of volunteers, with a focus on achieving equity and increasing diversity within the engineering profession.</i>		
5. EDC members to encourage members from various demographics to apply on volunteer openings and to run for elected Council positions.	<i>Standing annual agenda item</i>	<i>Ongoing</i>
6. Lead communication and promotion of a chapter Equity & Diversity recognition award.	<i>Final package available and communicated to Chapter Chairs</i>	<i>Spring 2018</i>
<i>Seek to identify and work to remove barriers that limit access to PEO services and programs in areas such as information dissemination, human resources, physical space and cultural difference.</i>		
7. Develop project plan to identify perceived barriers and recommendations for change.	<i>Continue to monitor ongoing activities and avoid overlapping</i>	<i>TBD</i>
<i>Inter-committee collaboration:</i>	<ul style="list-style-type: none"> - <i>All PEO committees and task forces; namely the Advisory Committee on Volunteers – offering help as requested or in relation with E&D training</i> - <i>Chapters and Regional Councillors Committee (RCC) – promoting awareness of E&D, and training of Chapter volunteers</i> 	

WORK PLAN - 2018

C-516-2.12
Appendix C(i)

EMERGING DISCIPLINES TASK FORCE (EDTF)

Approved by Committee: October 31, 2017		Review Date: September 30, 2018	
Approved by Council:		Approved Budget: \$10,000 [March 2008] (within the Council Priorities envelope)	
Mandate [as approved by Council]:	To develop a clear understanding of emerging engineering practices (Established by Council Motion, March 28, 2008)		
Terms of Reference [Key duties]:	<p>[Phase 1] - COMPLETED April 2010 for NME, September 2010 for CIE</p> <ol style="list-style-type: none"> 1. Identify issues relevant to PEO in these areas relating to established or anticipated practices; 2. Make recommendations to Council on action required, in particular defining the core body of knowledge of these disciplines; <p>[Phase 2] - IN PROGRESS</p> <ol style="list-style-type: none"> 3. Make recommendations to Council regarding Licensing of these areas of practice, including establishing rights to practice and enforcement concepts; 4. Provide advice and support on professional practice and admissions in this area; 5. Support external relations where appropriate; 6. Evaluate existing certification programs relating to these disciplines as they may impact the responsibility of PEO to license the practice of engineering. 		
Tasks, Outcomes and Success Measures	Task/Activities:	Outcomes Success measures	Due date:
	1. Work with PEO committees (PSC, ARC, ERC, and ENF) on Phase 2 licensure issues	Provide support to the other committees to implement CIE and NME licensure	As required
	2. Complete external stakeholder consultations for licensure issues; Gather market intelligence	Document stakeholder perspectives;	As required
	3. Provide Registrar with critical implementation factors for PEO to regulate CIE and NME	PEO secures substantive stakeholder agreement for implementation	As required
	4. Identify existing P.eng's practising CIE or NME, call for volunteers for PEO regulatory committees and establish a "Community of Practice" for CIE and NME practitioners	Existing P.Eng's. identified (voluntarily or through CPD practice questionnaire) At least 3 volunteers recruited for committees CIE and NME communities of practice established	June 2018
	5. Use information gathered from CIE Consultation Group to complete Phase 2 report and submit to Council	CIE Phase 2 report submitted to Council for approval	March 2018
	6. Update the CIE Core Body of Knowledge	CIE CBOK updated	March 2018
	7. Develop Certification/Specialist designation for CIE and NME	Designation requirements and approval process developed for Council approval	TBD

WORK PLAN - 2018

EMERGING DISCIPLINES TASK FORCE (EDTF)

	8. Recommend to Council establishment of a standing committee on Emerging Practices to replace the current task force.	Recommendation made to Council	March 2018
Inter-committee collaboration:	Academic Requirements, Experience Requirements, Professional Standards, Enforcement - consulting on proposals, presenting at committees		
Stakeholders:	<p>Common: Engineers Canada - CEAB, CEQB (Industrial Liaison Committee), Government Relations Committee, Canadian Academy of Engineering, industry, Ontario universities, Consulting Engineers Ontario, OACETT, OSPE, CODE, Ontario Ministries of Attorney General, Research & Innovation, Health & Long Term Care, Economic Development and Trade; Canadian Standards Association, Canadian General Standards Board, APEGGA, OIQ Environment Canada, Health Canada, Natural Resources Canada, Canadian Food Inspection Agency</p> <p>NME: Treasury Board Secretariat (CIO), Industry Canada (BioTalent Canada, Office of Consumer Affairs), Agriculture and Agri-Food Canada, Fisheries & Oceans Canada,; Ontario ministries of Environment, Municipal Affairs & Housing (Building Code materials), Labour (Occupational Health & Safety), Agriculture, Food & Rural Affairs, Consumer Services; Canadian Association of Physicists, Canadian Association of Environmental Biologists-Ontario Region, Association of the Chemical Profession of Ontario, Canadian College of Microbiologists, Chemical Institute of Canada/Canadian Society for Chemical Engineering, Canadian Society of Microbiologists, Rx&D(Canada's Research-based Pharmaceutical Companies, Consumers Council of Canada, IEEE Nanotechnology Council.</p> <p>CIE: Industry Canada (ICTC), Public Safety Canada, National Defence, Finance Canada, Foreign Affairs & International Trade Canada, Public Works and Government Services Canada, Transport Canada, RCMP, CSIS, Canadian Border Safety Agency, CRTC, ITU, ITAC, CATA, CIRA, ISACA, ISSA, IEEE, Internet Engineering Task Force (IETF), Institution of Engineering and Technology, Association for Computing Machinery, International Information Systems Security Certificate Consortium (ISC)², International Standards Organization, . Ontario Information & Privacy Commissioner, Ontario Ministries of Government Services (Office of Corporate Chief Information Officer), Finance, Revenue, Energy, Transportation; Ontario Provincial Police, Emergency Management Ontario Independent Electricity System Operator, Hydro One, Ontario Energy Board, Ontario Securities Commission, APEGBC, telecommunication common carriers / internet service providers</p>		

**Human Resources Committee (HRC)
WORK PLAN FOR 2017-18**

C-516-2.12
Appendix D(i)

Approved by Committee: <i>November 16, 2017</i>		Review Date: <i>June 2018</i>	
Approved by Council: <i>TBD</i>		Approved Budget: <i>\$26,250 [2017]</i>	
Mandate [as approved by Council]	<ul style="list-style-type: none"> To conduct the recruitment process for the position of Registrar. To review the performance and compensation of the Registrar and make recommendations to Council. To establish annual measurable goals and objectives for the position of Registrar for Council's review and approval. Act as reviewer on significant human resources issues. To work with the government appointments secretariat regarding LGA appointments. 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes	Due date:
	Identify for appointment a member of HRC to the Investment Subcommittee	HRC member appointed to Subcommittee	August 2017
	Review and update HRC Terms of Reference (ToFR) and annual Work Plan	Revised ToFR and Work Plan presented to Council	September 2017
	Review performance evaluation and compensation process for Registrar	Recommendations to Council	October 2017
	Develop volunteer leadership development modules #3 and 4	Two modules completed in 2017	December 2017
	Develop 2018 goals/objectives for Registrar position for presentation to Council in February 2018	Goals presented to Council	December 2017
	Conduct annual Council assessment survey	Results presented to Council	January 2018
	Conduct Engineers Canada Director evaluation survey	Results presented to Council	January 2018
	Carry out final assessment of Registrar's annual performance and recommend compensation to Council in February 2018	Conduct final assessment and provide Council with recommendations	January 2018
	Review process and decision matrix related to the evaluation of recommendations for Board Committee membership	Process reviewed and confirmed/revise in November 2017	February 2018
	Determine volunteer leadership development modules topics for completion in 2018	Two – three webinar topics are identified	February 2018
	360-degree Peer Review RFQ for Registrar in 2018	Vendor identified	May 2018
	Conduct 360-degree review of Registrar	Report presented to HRC in January 2019	December 2018
Provide assistance to the Attorney General's office with respect to government appointments to PEO Council	To ensure a smooth transition of LGAs	Ongoing	
Meeting Frequency:	The HRC has a scheduled standing monthly meeting as determined by the committee.		
Inter-committee collaboration:	<i>The HRC consults and/or collaborates with the following PEO committees/task forces:</i> <ul style="list-style-type: none"> Council Advisory Committee on Volunteers Executive Committee Finance Committee 		
Stakeholders:	<i>The HRC regularly engages in dialogue with the following external associations, government departments, organizations or individuals:</i> <ul style="list-style-type: none"> Attorney General's office Other regulatory and professional organizations 		

WORK AND HR PLAN - 2018

LICENSING COMMITTEE (LIC)

Approved by Committee: January 18, 2018		Review Date: January 18, 2018	
Approved by Council: February 2018		Approved Budget: \$ 9,250 (2018)	
Mandate [as approved by Council]	To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process. (Established by Council resolution: September 26, 2014)		
Key Duties and Responsibilities [from Terms of Reference]	<ol style="list-style-type: none"> 1. Identify the need for, and prioritize, enhancements to PEO's licensing policies, criteria, and processes. 2. Propose to Council the creation of subcommittees / task groups to develop licensing policy in specific policy areas, including their population and terms of reference. 3. Coordinate the development of proposals for Council approval to enhance PEO's licensing criteria and processes, including appropriate peer review. 4. Ensure the involvement of PEO's legislated committees involved in licensure (ARC, ERC, LEC, REC) in peer review of proposed changes to PEO's licensing criteria and processes. 5. Assess threats from external sources to the integrity of PEO licensing criteria and processes, and propose proactive strategies and tactics to address them for Council approval. 6. Review and advise Council with respect to proposals from internal and external stakeholders for changes to PEO's licensing criteria and processes. 7. Maintain, on behalf of Council, a prioritized high-level plan for development and implementation of changes to PEO's licensing criteria and processes. 8. Track and document developments and practices in other self-regulating professions with respect to licensure. 9. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to licensure. 10. Review and comment on elements of the National Framework for Licensure that are relevant to PEO's licensing criteria and processes. 11. Communicate regularly with Council and important stakeholders to keep them up to date on issues and developments related to licensure. 		
Tasks, Outcomes and Success Measures	Task / Activity	Outcomes / Success Measures	Projected Completion Date
	1. Coordinate with legislated licensing-related committees (ARC, ERC, REC) on licensing policy matters	Provide support to the other committees and coordinate their inputs and peer review	As required
	2. Coordinate with Legislation Committee (LEC) resolution of proposed Act and Regulation changes previously proposed and approved by Council	<ul style="list-style-type: none"> • Clarification of policy intent • Council approval of required policy changes 	As required (Bulk of work related to TK-17 Reg changes should be completed by Dec. 2016, but follow up may be required in 2017 and 2018)
	3. Monitor licensing of individuals practising in emerging disciplines / scopes of practice and assist with process issues arising	<ul style="list-style-type: none"> • Critical mass of licensees in emerging disciplines / scopes of practice • Applicants in emerging disciplines / scopes of practice well handled by licensing processes 	Dec. 2016 for CIE Dec. 2018 for NME

WORK AND HR PLAN - 2018

LICENSING COMMITTEE (LIC)

	<p>4. Consider new licensing policy items including:</p> <ul style="list-style-type: none"> • Certifications in emerging scopes of practice • Appeal process for determinations with respect to academics and experience • Powers of the Registration Committee • Competency-based assessment of experience • The Provisional Licence • The Temporary Licence • Structured Internships • Review of Financial Incentive Program (FEP) • Review of Fee Remission Policy Framework • Assessment of Good Character / Suitability to Practise 	<p>Policy documents issued for peer review</p> <p>Potential Act and Regulation changes for review by LEC</p> <p>Briefing Notes with resolutions for Council approval</p>	<p>In 2017 – 2018, priority to be determined</p>
<p>Committee Members</p>	<p>Barna Szabados (Chair), Jan. 2015 - Dec. 2020. (ARC, reappointed Jan. 2018 for 3 years)</p> <p>Santosh Gupta (Vice Chair), Jan. 2015 - Dec. 2020 (ERC, reappointed Jan. 2018 for 3 years)</p> <p>Christian Bellini, Jan. 2015 - Dec. 2018 (reappointed Jan. 2017 for 2 years)</p> <p>George Comrie, Jan. 2015 - Dec. 2020 (reappointed Jan. 2018 for 3 years)</p> <p>Bob Dony, Jan. 2015 - Apr. 2018 (LEC)</p> <p>Roydon Fraser, Jan. 2015 – Dec. 2018 (ARC, reappointed Jan. 2017 for 2 years)</p> <p>Ravi Gupta, Jan. 2015 – Dec. 2018 (ERC, reappointed January 2017 for 2 years)</p> <p>David Kiguel, Jan. 2017 – Dec. 2019 (member-at large, appointed for 3 years)</p> <p>Lola Hidalgo, Jan. 2018 – Dec. 2019 (member-at-large, appointed for 2 years)</p>		
<p>Council Liaison</p>	<p>Not required since multiple Councillors on Committee</p>		
<p>Committee Advisor</p>	<p>Michael Price, Deputy Registrar - Licensing & Registration (since Jan. 2015)</p>		
<p>Terms Limits [from Terms of Reference]</p>	<p>The objective for term lengths and limits on the Committee is to strike a balance between continuity of knowledge and experience, on the one hand, and proper succession and introduction of “new blood”, on the other hand.</p> <p>With the exception of the LEC appointee (an annual appointment, since LEC members are appointed annually by Council), a term on this Committee is either two (2) or three (3) years, with the variation in term length designed to stagger turnover and ensure continuity.</p> <p>Committee members may be reappointed, but under normal circumstances, should be expected to retire from the committee for at least six years after a contiguous term of ten (10) years.</p>		
<p>Succession Plan</p>	<p>Identify volunteers with background and interest in licensure to replace Committee members who:</p> <ul style="list-style-type: none"> • move on to other Committee or Council responsibilities 		

WORK AND HR PLAN - 2018
LICENSING COMMITTEE (LIC)

	<ul style="list-style-type: none"> • reach the end of their contiguous term limit • are no longer willing or able to serve on the Committee <p>well in advance of the above occurrences.</p> <p>Note that some members of this Committee are nominated by other PEO committees, namely ARC and ERC..</p>
Inter-Committee Collaboration	Academic Requirements (ARC), Experience Requirements (ERC), Legislation (LEC), Registration (REC), Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB)
Stakeholders	Engineers Canada and its other Constituent Associations Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Council of Ontario Deans of Engineering (CODE) Office of Ontario Fairness Commissioner

DRAFT

30 BY 30 TASK FORCE TERMS OF REFERENCE

Purpose: To approve the 30 by 30 Terms of Reference

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

That Council approve the 30 by 30 Terms of Reference as presented to the meeting at C-516-2.13, Appendix A.

That Council approve a \$20,000 annual budget for the two-year term of the Task Force.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Nancy Hill, P.Eng.

1. Need for PEO Action

At the September 2017 meeting, Council approved the creation of the 30 by 30 Task Force as part of formal endorsement of the 30 by 30 initiative.

That Council directs the Registrar to develop the terms of reference, membership in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5 and budget for Council approval of a 30 by 30 Task Force, for a maximum two-year duration, to engage and inform PEO on the joint action plan, and provide direction to the Registrar and volunteer leadership, as appropriate.

The draft Terms of Reference was presented to the Executive Committee at the January 16, 2018 meeting. The Executive Committee recommended that the 30 by 30 Terms of Reference be presented to Council.

Therefore, Council is being asked to approve the 30 by 30 Terms of Reference.

2. Proposed Action / Recommendation

That Council approve the 30 by 30 Terms of Reference and budget.

3. Next Steps (if motion approved)

The 30 by 30 Task Force will develop, in consultation with OSPE, a detailed action plan to engage and inform PEO licence holders, volunteers and staff on the 30 by 30 initiative and provide direction to the Registrar and volunteer leadership, as appropriate.

4. Policy or Program contribution to the Strategic Plan

The creation of the 30 by 30 Task Force is related to Objective 6 in the 2018-2020 Strategic Plan.

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

	Operating	Capital	Explanation
Current to Year End	\$20,000	\$	Funded from Surplus Fund (Council discretionary funds)
2 nd	\$20,000	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

6. Peer Review & Process Followed

Process Followed	Council approved striking the 30 by 30 Task Force at the September 29, 2017 meeting.
Council Identified Review	The 30 by 30 Terms of Reference was peer reviewed by the Executive Committee on January 16, 2018.
Actual Motion Review	<p>The motion approved by Council stated;</p> <p><i>That Council directs the Registrar to develop the terms of reference, membership in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5 and budget for Council approval of a 30 by 30 Task Force, for a maximum two-year duration, to engage and inform PEO on the joint action plan, and provide direction to the Registrar and volunteer leadership, as appropriate.</i></p>

7. Appendices

- Appendix A – 30 by 30 Task Force Terms of Reference
- Appendix A(i) – Engineers Canada 30 by 30 Initiative – PEO’s Formal Endorsement
- Appendix A(ii) – Motion that was passed at 514th meeting of Council

Terms of Reference 30 by 30 Task Force

Issue Date:
Approved by: Council

Review Date: January 1, 20xx
Review by: Council

<p>Legislated and other Mandate approved by Council</p>	<p>For PEO 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.</p>
<p>Key Duties and Responsibilities</p>	<p>Develop a detailed joint action plan to engage and inform PEO licence holders, volunteers and staff on the 30 by 30 initiative and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</p> <ol style="list-style-type: none"> 1. Plan Development <ol style="list-style-type: none"> a. Develop, in consultation with OSPE, a detailed action plan. b. Present the action plan to PEO Council for approval. 2. Coordinate <ol style="list-style-type: none"> a. Coordinate PEO's 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO's responsibilities are appropriately assigned. b. Monitor the progress on implementation of the action plan. 3. Inform/Educate <ol style="list-style-type: none"> a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers and staff. b. Provide an annual update to PEO licence holders, volunteers and staff on the progress of the 30 by 30 initiative in the PEO Annual Report.
<p>Constituency, Number & Qualifications of Committee/Task Force Members</p>	<p>The task force shall consist of five (5) members including the PEO President (2017-2018); a member of the Executive Committee (2017-2018); a currently serving Councillor (2017-2018); Chair of WEAC (2017-2018); and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee (2017-2018).</p>
<p>Qualifications and election of the Chair</p>	<p>The Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy</p>

Qualifications and election of the Vice Chair(s)	The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Duties of Vice Chair(s)	To act in the absence of the Chair.
Term Limits for Committee Chair and Vice-Chair	If applicable.
Term Limits for Committee Members	If applicable
Quorum	In accordance with Wainberg's Society Meetings and By-Law No. 1, section 25(1), quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the task force's membership present at the meeting.
Meeting Frequency & Time Commitment	The task force will meet at the call of the Chair.
Budget	\$20,000 annually for the two-year term of the Task Force.
Operational year time frame	In accordance with the motion passed at the September 2017 Council meeting, the Task Force is to be stood down two-years from the initial appointment of members.
Committee advisor	Jeannette Chau, Manager, Government Liaison Programs
Committee Support	Sylvia Millstein, Corporate Services Administrator

Engineers Canada 30 by 30 Initiative – PEO’s Formal Endorsement

Purpose: To request that PEO formally endorse Engineers Canada’s 30 by 30 initiative, while still delegating the champion role to the Ontario Society of Professional Engineers (OSPE)

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

1. That Council formally endorses the Engineers Canada’s 30 by 30 initiative, while still delegating the champion role to OSPE.
2. That Council approves the joint action plan with OSPE as presented to the meeting at C-514-2.5, Appendix A.
3. That Council directs the Registrar to develop the terms of reference, membership in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5 and budget for Council approval of a 30 by 30 Task Force, for a maximum two year duration, to engage and inform PEO on the joint action plan, and provide direction to the Registrar and volunteer leadership, as appropriate.

Prepared by: Helen Wojcinski, former PEO Chair of the Women in Engineering Advisory Committee (WEAC); former director of the OSPE board; and current member of Engineers Canada Equitable Participation in the Profession Committee

Moved by: Bob Dony, President, PEO

1. Need for PEO Action

- Currently, only 12.8% of professional engineers in Canada and 14.7% of newly licensed engineers in Ontario are women. Other professions, such as law and medicine and business have already achieved, or are making greater strides, in gender parity. This ongoing inequity reflects poorly on our profession with the public. See McKinsey Report: <http://www.mckinsey.com/global-themes/gender-equality/the-power-of-parity-advancing-womens-equality-in-canada>
- The 30 by 30 initiative is both an advocacy and a regulatory issue; it involves the licensing of engineers – more specifically, licensing the chronic underrepresentation of women in the profession. Both arms of the profession in Ontario, PEO and OSPE, need to acknowledge this historic inequity and commit, per their respective mandates, to resolve the issue through a joint action plan.
- Given that women make up over 50% of the population, reaching gender parity and tapping into the full talent pool is in the public interest, so assuming responsibility for this initiative where appropriate falls within PEO’s Regulatory mandate.
- Since OSPE is not a constituent association of Engineers Canada and therefore cannot formally endorse the initiative on PEO’s behalf, PEO must first take the symbolic step of formally signing on, and then it can continue to delegate the championing role to OSPE.

2. Background

- In 2011, Engineers Canada launched a bold mission, the 30 by 30 initiative, a commitment to raising the percentage of newly licensed engineers in Canada that are women to 30 percent, a widely accepted threshold for self-sustaining change, by 2030.
- However, for this initiative to be successful, it is imperative that it be owned by the entire engineering profession, both regulatory and advocacy, and by both women and men engineers.
- To assist the regulators in achieving this goal, Engineers Canada also published a report in 2015 outlining nine promising practices.
- Engineers Canada has confirmed that all provincial and territorial Engineering regulators from across Canada, except for PEO, have signed onto this pivotal goal of reaching a critical mass of women obtaining their licences by 2030.
- PEO has become conspicuous in its absence by not officially endorsing the 30 by 30 initiative and actively encouraging more women to pursue licensure in Ontario.
- PEO did not initially endorse the initiative because, unlike the other regulators, Ontario has a separate advocacy arm of the profession. When the initiative was first launched, it was therefore agreed that OSPE should take on the champion role for the 30 by 30 initiative, appropriate for its mandate of advancing issues of importance to the profession. However, upon further examination, for this licensure goal to be fully realized, PEO, in its regulatory capacity and as the official constituent association of Engineers Canada, must also formally sanction the initiative.
- Adopting this position does not preclude OSPE from retaining its champion role – PEO can continue to delegate this responsibility to its advocacy partner.

3. Proposed Action / Recommendation

- That PEO approve the motions and 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 a joint action plan with OSPE to resolve this inequity. (The joint action plan, attached to this report, is in draft form and is expected to be refined as the initiative gets underway. It is based on the Engineers Canada's nine promising practices to ensure consistency in how the initiative is implemented across Canada.)
- That PEO establish a 30 by 30 Task Force to ensure that ownership of PEO's responsibilities are appropriately assigned.
- That the membership of the Task Force include PEO President; another member of the Executive Committee; one currently serving Councillor; Chair of WEAC and co-champion of the 30 by 30 initiative; and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee.
- That the 30 by 30 initiative and joint action plan be formally included in PEO's strategic plan.

4. Next Steps (if motion approved)

- PEO formally endorse the 30 by 30 Initiative with Engineers Canada, while continuing to delegate the champion role to OSPE
- PEO approve the joint action plan and commit to working with OSPE in implementing it
- PEO establish a 30 by 30 Task Force, with OSPE representation for alignment purposes, to ensure that ownership for PEO's responsibilities are assigned to the appropriate parties, both staff and volunteer, and that the initiative is fully launched and taking root in the PEO organization

- The Task Force, provide regular updates to PEO Council on the launching of the initiative
- The exact budget for implementing the action plan will be determined as the plan is refined; approval for actual resources will be part of the annual budgeting process and any material changes to the budget will require PEO Council approval.

5. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • Engineers Canada launched the 30 by 30 initiative in 2011. • The Engineers Canada Equitable Participation in the Profession Committee is responsible for monitoring the progress being made; PEO is the only regulator in Canada who has not formally signed on. • Helen Wojcinski, as a former PEO Chair of WEAC, former member of the OSPE board, and member of the Engineers Canada Equitable Participation in the Profession Committee raised this omission and the need for joint action at both the OSPE board and the JRC in 2016-2017. • A small caucus of engineer volunteer leaders then developed, in conjunction with OSPE’s WEAC Chair and co-champion for the 30 by 30 initiative, a draft joint action plan between PEO and OSPE, per their respective mandates, to address this inequity based on Engineers Canada’s nine promising practices. • Both Presidents of OSPE and PEO, as the elected leaders of the engineering profession, were then approached by the caucus for their input and support of the 30 by 30 initiative and joint action plan – both Presidents expressed agreement in principle but indicated that formal board and council approval would be required. • Subsequently, the 30 by 30 initiative and joint action plan was formally tabled and discussed at PEO’s Executive Committee Meeting on August 15th, 2017. • The joint action plan is scheduled for consideration by the OSPE board at its meeting on September 22nd, 2017. A verbal update of the results of that deliberation will be provided at the Council meeting.
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • PEO Council will continue to work with OSPE including annual progress sharing and reporting, and will ensure that impacted parties, both staff and volunteer within PEO, are consulted through the Registrar, or the Registrar, as appropriate, prior to the official launching of the plan’s implementation
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • N/A

6. Appendices

- Appendix A – Engineers Canada 30 by 30 Initiative: (Draft) Action Plan for OSPE and PEO

C-516-2.13
Appendix Aii.

Motion passed by Council at its 514th meeting on September 29, 2017.

1. That Council formally endorses the Engineers Canada's 30 by 30 initiative, while still delegating the champion role to OSPE.
2. That the Executive Committee work with OSPE to develop a joint action plan using as a basis the draft plan presented to the meeting at C-514-2.5, Appendix A for approval by Council at the February 2018 meeting.
3. That Council directs the Registrar to develop the terms of reference, membership in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5 and budget for Council approval of a 30 by 30 Task Force, for a maximum two-year duration, to engage and inform PEO on the joint action plan, and provide direction to the Registrar and volunteer leadership, as appropriate.

CARRIED

PEO RESPONSE TO OSPE AND CEO LETTERS REGARDING THE GOVERNMENT LIAISON PROGRAM (GLP) IMPLEMENTATION PLAN REPORT

Purpose: To provide Council with a response to address the letters sent by the Ontario Society of Professional Engineers (OSPE) and Consulting Engineers Ontario (CEO) regarding the GLP Audit Implementation Plan.

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

That Council:

- a) Approve the recommended PEO responses to the OSPE and CEO letters regarding the proposed revisions to the GLP Audit Implementation Plan Report
- b) Direct the Registrar to send the revised GLP Implementation Plan Report to OSPE and CEO

Prepared by: Jeannette Chau, P.Eng., Manager Government Liaison Programs

Moved by: Warren Turnbull, P.Eng., GLC Council Liaison

1. Need for PEO Action

At the June 2017 meeting, Council directed that the following action be taken:

That Council:

- a) Approve the GLP Audit Implementation Plan as presented to the meeting at C-513-2.4, Appendix A – Enhancing PEO’s Government Liaison Program (GLP) Report and Appendix B – GLP Implementation Plan
- b) Direct the Government Liaison Committee to implement the Plan.

Response letters regarding the GLP Implementation Plan Report were received from CEO and OSPE after the Council approval.

At the Executive Committee Aug 2017 meeting, the Executive Committee directed that the following action be taken: that the Government Liaison Committee (GLC) review the proposals and make appropriate recommendations to Council on how the report should be changed.

2. Proposed Action / Recommendation

That Council approve the motions as set out above

3. Next Steps (if motion approved)

- The Registrar will send the revised GLP Implementation Report to OSPE and CEO

4. Policy or Program contribution to the Strategic Plan

- The proposed revisions are related to **Strategic Objective 5: increase influence in matters regarding the regulation of the profession**, in the 2018-2020 PEO Strategic Plan

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

	Operating	Capital	Explanation
Current to Year End	\$N/A	\$N/A	
2 nd	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

If program is not designated as ending in less than five years (such as creating a Task Force), subsequent years will be assumed to be similar to the fifth year of funding.

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • Jan 12, 2018 - proposed revisions sent to PEO President, President-elect, Past President and Registrar for review • Jan 17, 2018 - proposed revisions sent to CEO and OSPE <p>NOTE: On Jan 18, 2018 CEO provided feedback that they were in disagreement with PEO’s position to not include the word “exclusively” in front of “...focus on regulatory issues.” as CEO had recommended.</p>
Council Identified Review	<ul style="list-style-type: none"> • N/A
Actual Motion Review	<ul style="list-style-type: none"> • N/A

7. Appendices

- Appendix A – OSPE response to GLP Amendments - dated November 8, 2017
- Appendix B – CEO response to PEO Amendments – dated October 19, 2017
- Appendix C – GLC recommended responses
- Appendix D – Revised GLP Implementation Report

November 8, 2017

Mr. Bob Dony, Ph.D., P.Eng., F.I.E.E., F.E.C.
President
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON
M2N 6K9

Mr. Gerard McDonald, P.Eng., MBA
Registrar & CEO
Professional Engineers Ontario

RE: Proposed Revisions to “Enhancing PEO’s Government Liaison Program (GLP) – Implementation Plan for the GLP Audit Recommendations” to address concerns communicated by the Ontario Society of Professional Engineers (OSPE)

Dear Bob, Gerard and Members of Council,

This letter is in response to the proposed amendments to the Implementation Plan for the GLP Audit Recommendations that was presented to OSPE by PEO at the Government Liaison Committee (GLC) Working Group meeting on September 19, 2017.

OSPE values its relationship with PEO and appreciates PEO’s commitment to resolve some issues we communicated regarding the Implementation Plan for the GLP Audit Recommendations.

PEO’s GLC Working Group meeting on September 19 addressed our concerns regarding the following issues:

- That PEO’s GLP should focus exclusively on regulatory issues pertaining to the Professional Engineers Act, the practice of professional engineering and the protection of the public;
- That PEO should not proceed with its communicated intention to be the ‘first call’ organization for government (staff and MPPs), leading and directing OSPE, CEO, PEGO, Engineers Canada, etc.;
- That PEO retract future consideration that the positions of GLP Representative and PAN Representative could be held by the same PEO volunteer.

While the proposed amendments serve to remedy several concerns OSPE communicated, some larger issues remain top of mind.

Reflecting on the GLP Audit that informed the creation of the Implementation Plan, PEO’s auditor stated that “[r]eview found that the GLP was meeting its **intended objective**.” This assessment assumes the original objective of the GLP is appropriate. OSPE believes it is not.

OSPE agrees with the finding (GLP Audit Item 30) that PEO should study other self-regulatory bodies to determine best practices regarding political action and corresponding organizational, operational, strategic, and tactical methodologies.

OSPE cautions PEO that it would be prudent to take a step back and re-evaluate its GLP altogether. The central determination is whether the activities of the GLP align with strict attention to PEO's legislated mandate to regulate and advance the practice of engineering to protect the public interest, especially with its expressed statement as a **co-regulator** with the Province of Ontario.

It is OSPE's position that the strongest value proposition PEO can communicate to the Government of Ontario is with the proficient and vigilant execution of its mandated role as Ontario's regulator of professional engineering, acting in the public interest. As such, it would then seem inconsistent for a "partner in regulation" with the Province of Ontario, to continue to develop and expand a program with the expressed intent to politically influence its partner. This is a contradictory situation.

As the PEO Government Liaison Program is meant to lobby the **government** as a **co-regulator** is there also not an inherent contradiction with the PEO GLP lobbying Members of Provincial Parliament that are not members of the current government? OSPE's Political Action Network (PAN) is not restricted to such narrow definitions in its activities.

It is our sincere hope that you value this feedback and find it constructive. While we maintain distinct roles, it is important that PEO and OSPE support each other in our respective missions: PEO's to regulate professional engineering in the public interest and OSPE's to advocate on behalf of Ontario's engineers.

Attached are OSPE's comments in response to the proposed amendments communicated by PEO at the Government Liaison Committee (GLC) Working Group meeting on September 19, 2017.

Please feel welcome to contact us if you wish to continue this discussion.

Sincerely,



Jonathan Hack, P.Eng.
President & Chair
The Ontario Society of Professional Engineers



Sandro Perruzza
Chief Executive Officer
The Ontario Society of Professional Engineers

Letter Copies to:

Gerard McDonald, P.Eng., MBA
Registrar
Professional Engineers Ontario

David Brown, P.Eng.
President-elect

Professional Engineers Ontario

Darla Campbell, P.Eng.
Government Liaison Committee Chair
Professional Engineers Ontario

Barry Steinberg, P.Eng.
Chief Executive Officer
Consulting Engineers of Ontario

The Ontario Society of Professional Engineers' Response to: Proposed Revisions to "Enhancing PEO's Government Liaison Program (GLP) – Implementation Plan for the GLP Audit Recommendations"

OSPE offers the following feedback in response to the PEO Government Liaison Committee Working Group proposed revisions to "*Enhancing PEO's Government Liaison Program (GLP) – Implementation Plan for the GLP Audit Recommendations*" to address OSPE's concerns.

Category 1: Muddling Mandates

GLC Response: "Trusted Advisor" Addressed, Conditionally Accepted

OSPE is encouraged by the GLC Working Group response that "PEO should only be the contact for government when it comes to technical issues that are related to the regulation of the engineering profession and/or undermine the public interest as it relates to the profession of engineering." It is OSPE's position that it is within PEO's authority to focus on regulatory issues within its sphere of responsibility and that this focus should be exclusive and well defined.

As such, OSPE conditionally accepts the recommendation that "in our sphere" be added after 'trusted advisor' on Page 2, 4, and 9, with an additional amendment so it reads:

"[...] to become a trusted advisor in our sphere *regarding issues directly related to the Professional Engineers Act.*"

GLC Response: "Engineers Know" Not Addressed, Requires Revision

Although OSPE agrees with the statement that "Engineers Know", i.e. engineers have knowledge about technical issues that is of value to government officials, most of this knowledge is in relation to policy issues that fall within OSPE's mandate (i.e. advocacy issues, such as advising on the planning and design of infrastructure and power grids, Ontario's innovation agenda, program simulation modeling, climate change resiliency efforts, total lifecycle costing, etc.).

Therefore, OSPE requests that the following section be revised to enhance jurisdictional clarity.

Page 1: The Vision – GLP 2.0	"MPPs [from] all parties and their chiefs of staff recognize that " <i>Engineers Know</i> ", i.e. <i>have knowledge about technical issues, and don't hesitate to reach out to their GLP Rep for input on technical issues that are before the government.</i> "
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OSPE's Suggested Amendment:

"[...] i.e., have knowledge about regulatory issues directly related to the *Professional Engineers Act* and don't hesitate to reach out to their GLP Rep for input on regulatory issues that are before the government."

GLC Response: Ways to Measure Engagement of MPP Addressed, Requires Revision

OSPE appreciates the GLC Working Group's commitment that GLP volunteers will be trained to separate PEO's message (on regulatory issues) from their professional or personal opinion. It is OSPE's expectation that GLP participants who engage in roundtable discussions make clear to other roundtable participants that they are representing and acting strictly in within their own personal or professional context and do not necessarily represent the broader engineering perspective on the issues being discussed. It must be made perfectly clear that these individuals are not acting as a representative of PEO.

Page 14: 5.4.1 Ways to Measure Engagement of MPP	"MPPs invite the PEO Chapter through the GLP Rep to attend MPP events such as: <ul style="list-style-type: none">• New Year's Levee• Town Halls• Community Picnics• <i>Roundtables</i> MPPs see the value of "engineers know" and reach out to the chapters through their GLP Rep to educate themselves about technical issues."
---	---

OSPE's Suggested Amendment:

"MPPs see the value of "engineers know" and reach out to the chapters through their GLP Rep to educate themselves about regulatory issues directly related to the *Professional Engineers Act*."

Category 2: Inappropriate Role for a Regulatory Body

GLC Response: First Call Addressed, Accepted

OSPE appreciates the effort to clarify PEO's exclusive focus on regulatory issues by removing the paragraph in the visioning exercise that refers to the establishment of a one call system for directing requests to the appropriate organization to respond:

"PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and directs to OSPE, CEO, PEGO, Engineers Canada, etc.)."

OSPE accepts and supports PEO's recommendation to remove this paragraph.

Category 3: The Importance of Maintaining Autonomy

GLC Response: Working Together Addressed, Accepted

OSPE is steadfast in its support of PEO's legislated powers to self-regulate the engineering profession. OSPE does not engage in regulatory activities as it is not its mandate to do so. Similarly, it is important that PEO not engage in advocacy activities. Doing so results in an inherent conflict of interest (i.e. serving the interests of engineers versus the interests of the public) and undermines OSPE's ability to establish authority on advocacy matters with

government officials, to the detriment of the engineering profession. OSPE appreciates PEO's commitment to maintain autonomy regarding the mandate and activities of our respective organizations.

Category 4: Take Your MPP to Work Days Serve No Regulatory Purpose

**GLC Response: Take Your MPP to Work Days
Not Addressed, Requires Revision**

OSPE understands that PEO disagrees with our concern that 'Take Your MPP to Work Days' serve no regulatory purpose on the grounds that "Take Your MPP to Work Days" are an opportunity to develop a relationship with the MPP while showing the work of Professional Engineers, does not share the PEO mandate and promote safety and work within the public interest."

In response to this rationale, OSPE would appreciate clarification regarding A) how these interests and outcomes align with the Professional Engineers Act, and B) how the objectives communicated in the Audit Implementation Plan align with the objectives of the Professional Engineers Act.

Page 2: How GLP Reps support the program in the chapters	"MPPs speak up at Queen's Park to acknowledge the work of professional engineers and have recent Take Your MPP to Work Days to talk about."
Page 12: 5.1.4 Enhancing Communication with Chapters (internal)	"One item that was raised at the Eastern Regional Congress was a need for chapters to understand the 'Take Your MPP to Work Day' initiative, so they can properly include the event in their chapter business plan."
Page 14: 5.4 How MPPs Engage with the Program	'Take Your MPP to Work Day' is an annual event that provides the MPPs with: <ul style="list-style-type: none"> • knowledge about the work of professional engineers • <i>connection to a business or organization in their riding</i> • <i>connection to the community (e.g. coverage in local newspaper and/or MPPs newsletter)"</i>

PEO's own fact sheet states that under the *Ontario Professional Engineers Act*, it is responsible for the licensing and discipline of licence holders practising professional engineering and companies providing engineering services. This responsibility empowers PEO to protect the public by ensuring all professional engineers have met the required qualifications for licensing.

Additionally, as regulator, PEO is also mandated to carry out the following responsibilities under the Act:

- i. establish, maintain and develop standards of knowledge and skill;
- ii. establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering;
- iii. establish, maintain and develop standards of professional ethics; and
- iv. promote public awareness of the role of PEO.

By its own explanation, PEO fulfills the same role for engineers as the College of Physicians and Surgeons for doctors or the Law Society of Upper Canada for lawyers. None of these bodies pursue or conduct ‘Take Your _____ to Work’ activities.

Category 5: Role Consolidation Represents a Direct Conflict of Interest

GLC Response: GLP – PAN Consolidation Addressed, Accepted

Whether an immediate or future consideration, the consolidation of GLP and PAN is against the distinct mandates of PEO, OSPE, and the joint GLP-PAN protocol agreement.

“Future consideration that GLP Rep and PAN Rep could be held by the same PEO volunteer, trained by both PEO and OSPE.”

OSPE accepts and supports the recommendation that this statement be removed.

Category 6: GLP Activities Worsen MPP’s Abilities to Understand the Distinction Between PEO and OSPE

GLC Response: GLP Engagement in Advocacy Activities Not Addressed, Requires Revision

While OSPE appreciates that PEO Chapter reform is beyond the purview of this report, most of the evidence and concerns communicated in category 6 pertain to the activities of the GLP and its representatives (See Appendix A: GLP Policy Advocacy Activities).

With regards to the following sections, OSPE has concerns:

Page 18: 7.0 List of Recommendations from Audit Report and Implementation Plan MPP Suggestions Item 28	“In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the <i>benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.</i> ”
--	---

OSPE’s Suggested Amendment:

“[...] GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on *regulatory issues directly related to the Professional Engineers Act.*

Furthermore, regarding the balance of the statement, it reads:

“[...] They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.”

OSPE requests that this part of the statement be removed as these suggestions pertain to advocacy activities most closely aligned with OSPE’s mandate and are not regulatory in nature.

Page 18: 7.0 List of Recommendations from Audit Report and Implementation Plan MPP Suggestions Item 29	“Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and <i>coordinated action taken to best utilize these position papers.</i> ”
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OSPE’s Suggested Amendment:

“Some suggestions made by MPPs may *not relate to the regulation of professional engineering. If a suggestion relates to advocacy* (e.g. position papers on issues on the government agenda) these suggestions should be *communicated to OSPE.*”

GLC Response: GLP Activities, Training Addressed, Requires Revision

OSPE appreciates and supports PEO’s commitment that GLP activities will be focused strictly on regulatory issues and topics. OSPE supports GLP volunteer training to reinforce this understanding, as well as efforts to ensure compliance with these requirements and expectations. To assist in this process OSPE proposed joint-training sessions whereby PEO and OSPE representatives educate GLP volunteers on their respective domains and the necessary distinction between the two.

Page 11: 5.1.1 Government Liaison Committee (GLC)	“ <i>New name for GLC to avoid confusion with GLP. Suggestions include... Political Advisory Committee (PAC).</i> ”
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OSPE’s Suggested Amendments:

1. Rename the GLC without the use of terms such as “politics”, “political”, etc.
2. Rename the GLC with the use of terms such as “regulation”, “regulatory”, etc.

To further enhance the clarity of distinction between the mandates of PEO and OSPE, it remains OSPE’s position that all efforts to reduce the risk of confusion should be undertaken to protect the best interests of the profession and the public. Renaming the GLC by adding a direct reference to the regulatory function and focus will lend improved clarity.

Category 7: Challenges Ensuring Consistent Messaging

GLC Response: Leave Behind Document Addressed, Requires Revision

OSPE appreciates the opportunity to review and provide feedback regarding the content of the GLP leave behind document mentioned on Page 12 of the report but this can and should be taken a step further.

OSPE requests that a joint development process for the “leave behind” document be established to ensure quality control. It is critical that the messaging in this document makes clear the distinction between our two organizations and we believe that a joint development process will achieve this.

It is OSPE's position that the below statement requires revision:

Page 12: 5.1.4 Enhancing Communication External Communication	"GLC's working group on Enhancing Government Outreach is currently designing a <i>one-page document</i> that provides context <i>about PEO and the value engineering knowledge can bring to MPPs</i> and the importance of protecting public safety. <i>This will be a "leave behind" document at meetings with MPPs and will add to the consistent messaging from PEO.</i> "
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OSPE's Suggested Amendment:

"[...] a *one-page document* that provides *MPPs with information about PEO and OSPE, highlighting the distinction between the two organizations, and presenting regulatory issues related to PEO's mandate*"

GLC Response: Focusing on Regulatory Issues Addressed, Requires Revision

OSPE appreciates PEO's recognition that the focus of the GLP is limited to the presentation of regulatory issues related to the *Professional Engineers Act* and PEO's position on those regulatory issues.

It is important that the GLP focus exclusively on regulatory issues and that this limitation is made clear to GLP volunteers and all external stakeholders who interact with the program.

It is OSPE's position that the below statement requires revision:

Page 12: 5.1.4 Enhancing Communication External Communication	"The GLP Info Notes will continue to be written for an external audience and be part of the documents that can be used at meetings with MPPs. <u><i>The focus will be presenting regulatory issues and PEO's position.</i></u> "
---	--

OSPE's Suggested Amendment:

"The GLP Info Notes will continue to be written for an external audience and be part of the documents that can be used at meetings with MPPs. ***The focus will be exclusively on issues directly related to the regulation of professional engineering and the Professional Engineers Act.***"

GLC Response: GLP Weekly Newsletter Not Addressed, Requires Revision

OSPE raised concerns regarding the GLP Weekly Newsletter that were not addressed in PEO's response.

Highlighted in OSPE's response were multiple recent instances whereby the GLP Weekly Newsletter communicated, promoted, and unreservedly celebrated GLP involvement in advocacy activities.

Of added concern, the GLP Audit Implementation Plan states that the GLP Weekly Newsletter "has already implemented many of the recommendations from the audit." OSPE is concerned that PEO does not recognize the problem associated with these communications.

It is OSPE's position that the below statement be revised:

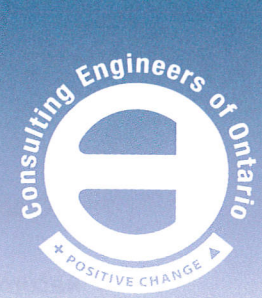
Page 12: 5.1.4 Enhancing Communication External Communication	"the <i>GLP Weekly Newsletter</i> has already implemented many of the recommendations from the audit to develop a more content rich external communication tool. <i>The GLP Weekly</i> will continue to be the main external communication with the list of subscribers that includes MPPs, government staff, GLP Chairs and other interested parties."
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OSPE's Suggested Amendment:

"the *GLP Weekly Newsletter* will be required to implement the recommendations from the *GLP Audit Implementation Plan* to develop a more content rich external communication tool that narrowly reflects PEO's mandated role under the Professional Engineers Act."

October 19, 2017

C-516-2.14
Appendix B



Gerard McDonald, P.Eng., MBA
Registrar
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, Ontario
M2N 6K9

Bob Dony, Ph.D., P.Eng., FIEE, FEC
President

Re: Professional Engineers Ontario Proposed Revisions to “Enhancing PEO’s Government Liaison Program (GLP) – Implementation Plan for the GLP Audit Recommendations” to address Consulting Engineers of Ontario (CEO) concerns

Dear Gerard and Bob,

This letter follows-up the discussion that took place at the PEO Government Liaison Committee Working Group meeting on September 19, 2017. At that meeting PEO tabled proposed amendments to the above referenced report that sought to address concerns brought forward by CEO.

CEO appreciates PEO’s reiteration of its commitment not to expand its Government Liaison Program, to respect its mandated role as regulator of the engineering profession in Ontario and to maintain an advocacy program in support of this role. CEO also appreciates the three proposed amendments PEO has presented to clarify the intention and future direction of PEO’s Government Liaison Program. We recognize PEO’s efforts to modify its current plan so as to remain consistent with its mandate and to respect the role CEO plays for its member firms and the broader consulting industry.

With respect to the three proposed amendments to the report CEO offers the following commentary:

Recommendation 1

To remove the paragraph in the visioning exercise that mentions a one call system for directing to the appropriate organization to respond:

“PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and directs to OSPE, CEO, PEGO, Engineers Canada, etc.). ...”

CEO accepts and supports this recommendation.

Recommendation 2

The GLP will continue to focus exclusively on the provincial government, i.e. MPPs, as that is where the Professional Engineering Act resides.

CEO accepts and supports this recommendation.

Recommendation 3

The GLP will focus on regulatory issues.

CEO conditionally accepts and supports this recommendation and asks the recommendation be amended to read:

The GLP will focus *exclusively* on regulatory issues.

We believe this amendment is important because it accurately reflects PEO's mandate and provides consistency with Recommendation 2.

It is our hope that you find this feedback constructive and acceptable. By working together to achieve our respective mandates and objectives we will provide a strong and unified voice for the engineering profession and the consulting industry in Ontario.

Please do not hesitate to contact me should you wish to discuss this issue further.

With regards,

A handwritten signature in blue ink that reads "Barry Steinberg". The signature is written in a cursive, flowing style.

Barry Steinberg, M. Sc., P. Eng.
Chief Executive Officer

c.c. Rex Meadley, Chair, Consulting Engineers of Ontario
Jeremy Carkner, Chair, Government Relations Committee, CEO

RECOMMENDED RESPONSES TO

CEO’s Position Paper and OSPE’s Response Paper on

“Enhancing PEO’s Government Liaison Program (GLP) – Implementation Plan for the GLP Audit Recommendations”

Prepared by GLC Working Group (Warren, Darla, Jeannette, Howard, Daniel King)

Recommendations from Meeting on Dec 4, 2017 to the GLC

Background:

The working group met on December 4, 2017 to review the second responses from CEO and OSPE, their reply to the discussion and recommendations proposed at the September 19, 2017 GLC meeting.

This report provides recommendations to the GLC (and then to the Executive Committee) on a further response to each letter and whether any changes are being recommended in the report that was approved by Council in June 2017.

RESPONSE TO CEO’S RESPONSE (Oct 19th)

CEO’s letter of October 19th addressed each of the three recommendations that were presented at the GLC meeting on September 19th. CEO accepts and supports recommendation 1 and 2. They conditionally accept and support recommendation 3 with a proposed amendment to add the word “exclusively”.

Recommendation 3 with ***proposed CEO amendment***

The GLP will focus ***exclusively*** on regulatory issues.

The working group feels that the original text provides clarity on the direction on the work of GLP. Adding the word exclusively could tie the hands of PEO on future issues where our partner organizations (CEO, OSPE, Engineers Canada) seek support from PEO. There are two recent examples where PEO Council approved joint projects working with OSPE: 30by30 initiative and education.

PROPOSED REPLY TO CEO AND ACTION:

The Working Group recommends the following changes to the report (as presented at the meeting on Sept 19th).

RECOMMENDATION: To remove the paragraph in the visioning exercise that mentions a one call system for directing to the appropriate organization to respond. If this concept has merit, we can revisit with our partner organizations in the future.

On page 1 DELETE: ~~PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and directs to OSPE, CEO, PEGO, Engineers Canada, etc.)~~

RECOMMENDATION: To add the following text.

On page 1 ADD: **The GLP will continue to focus exclusively on the provincial government, i.e. MPPs, as that is where the Professional Engineering Act resides.**

RECOMMENDATION: To add the following text.

The original recommendations was to ADD: **The GLP will focus on regulatory issues.**

On page 1 ADD: **The scope of work of the GLP will include regulatory issues as related to the public interest.**

RESPONSE TO OSPE’S RESPONSE (Nov 8th)

There is one point in OSPE’s cover letter of Nov 8th that the Working Group needs to clarify. In the 4th last paragraph, OSPE states that the GLP is “meant to lobby the government as a co-regulator, is there not an inherent contradiction with PEO GLP lobbying MPPs that are not members of the current government?” The Working Group’s response is that the GLP was always meant to be MPPs of all parties.

OSPE’s letter of November 8th looks at the seven categories of issues that were raised in their original letter, with some new points brought forward. They have accepted some of the recommendations proposed at the Sept 19th meeting, have conditionally accepted others and request additional revisions.

It appears that OSPE is requesting that PEO limit their GLP activities exclusively to the Professional Engineers Act (PEA). The working group agrees that the PEA is an important part of the work of the GLP but in actual practice, the government doesn’t limit their regulations that impact the work of professional engineers to the PEA. PEO needs to “follow the issues” that emerge from the PEA, not limited exclusively to issues in the Act. The Working Group recommends that the scope of the work of the GLP be defined once in the report to cover off many of the issues that OSPE has identified in their recent letter.

PEO cannot act, be seen or perceived as a special interest group unless a special interest group is defined (by others) as related to acting in accordance with the Professional Engineers Act . The working group recommends defining the scope of work as follows which draws directly from the responsibilities of PEO that are mandated in the Act.

On page 1 ADD: **The scope of work of the GLP will include regulatory issues as related to the public interest.**

1. Category 1: Muddling Mandates

We recommended adding “in our sphere” after trusted advisor on page 2, 4 and 9. OSPE’s amendment is to add “regarding issues directly related to the Professional Engineers Act”.

RECOMMENDATION: The Working Group recommends that we remove “our sphere” and replace it with “the public interest”.

On page 2, 4 and 9 ...to become a trusted advisor in ~~our sphere~~ **the public interest**

On page 1 in the vision, OSPE proposes an amendment to remove “knowledge about technical issues” and replace with “knowledge about regulatory issues directly related to the Professional Engineers Act”.

RECOMMENDATION: The Working Group recommends that we add “as related to the public interest” to the vision on page 1:

On Page 1 Vision ADD underlined text:have knowledge about technical issues as related to the public interest, and don't hesitate to reach out to their GLP Rep for input on technical issues as related to the public interest that are before the government.

RECOMMENDATION: On page 14, Item 5.4.1 Ways to Measure Engagement of MPP, the Working Group recommends that we add "as related to the public interest" .

Page 14 –MPPs see the value of "engineers know" and reach out to the chapters through their GLP Rep to educate themselves about technical issues as related to the public interest.

2. Category 2 – Inappropriate Role for a Regulatory Body

OSPE accepted the recommendation to delete the text in the vision.

RECOMMENDATION: To remove the paragraph in the visioning exercise that mentions a one call system for directing to the appropriate organization to respond. If this concept has merit, we can revisit with our partner organizations in the future.

On Page 1 Vision, DELETE: ~~PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and directs to OSPE, CEO, PEGO, Engineers Canada, etc.)~~

3. Category 3 – The Importance of Maintaining Autonomy

OSPE accepted the recommendation that clarified the text.

As the recommendation noted that the wording of concern was the title of the section and once considered together with the text that followed, there are no changes required.

RECOMMENDATION: No change in the report.

4. Category 4 – Take Your MPP to Work Days Serve No Regulatory Purpose

The Working Group disagrees with OSPE's position that the Take Your MPP to Work Days serves no regulatory purpose. In fact, the event is designed to promote public awareness of the role of PEO by providing the MPP with direct experience in the work of professional engineers.

Just because other regulatory bodies in the province do not conduct these kinds of events, doesn't mean that they are disqualified from offering them. A key point of differentiation is that MPPs and the public already have an understanding of the role of physicians and surgeons as well as lawyers where the work of professional engineers is not as well known.

RECOMMENDATION: No change in the report.

5. Category 5 – Role Consolidation Represents a Direct Conflict of Interest

OSPE accepts and supports the recommendation that the statement be removed.

RECOMMENDATION: DELETE from page 11: ~~“Future consideration that GLP Rep and PAN Rep could be held by the same PEO volunteer, trained by both PEO and OSPE.”~~

6. Category 6 – GLP Activities Worsen MPP’s Abilities to Understand the Distinction Between PEO and OSPE

Page 18: 7.0 List of Recommendations from Audit Report - Item 28 and 29

The new points that are raised in this letter suggest revising the recommendations from the Don Dixon Report, which we are unable to do. On page 18 of our report we listed all 32 recommendations from the Don Dixon Report and OSPE has suggested revisions to Item 28 and 29, both stemming from Don Dixon’s interviews with the MPPs.

The Working Group cannot accept the suggested revisions. No change in the report on page 18.

RECOMMENDATION: No change in the report.

Page 11: 5.1.1 Government Liaison Committee (GLC)

OSPE provides suggestions on the new name for the GLC, specifically to use terms such as regulation or regulatory and avoid using the word politics or political.

ORIGINAL TEXT on page 11, 5.1.1: “New name for GLC to avoid confusion with GLP. Suggestions include...Political Advisory Committee (PAC).”

The Working Group advises OSPE that the GLC is working on a new name to avoid confusion. OSPE has a rep on the GLC who will be part of the conversation and decision-making process. No changes to the report.

RECOMMENDATION: No change in the report.

7. Category 7: Challenges Ensuring Consistent Messaging

Page 12: 5.1.4 Enhancing Communication – Leave Behind Document

OSPE agrees with the idea of a leave behind document and requests a joint development process be established to ensure quality control and makes the clear distinction between the two organizations.

The Working Group advises OSPE that the GLC is working on the “leave behind” document. The GLC has no authority to prepare text on behalf of OSPE, but OSPE has a rep on the GLC who will be part of the decision-making process on the creation of the “leave behind” document. The text, as written, does not preclude OSPE and GLC working together on a joint document.

RECOMMENDATION: No change in the report.

Page 12: 5.1.4 Enhancing Communication – GLP Info Note

OSPE recommends changes to the text related to the GLP Info Note.

RECOMMENDATION: The Working Group recommends that the text be revised as follows:

On Page 12: 5.1.4 REVISED TEXT: “The GLP Info Notes will be written primarily for the information and education of the GLP Reps and may be part of the documents that can be used as meetings with MPPs.”

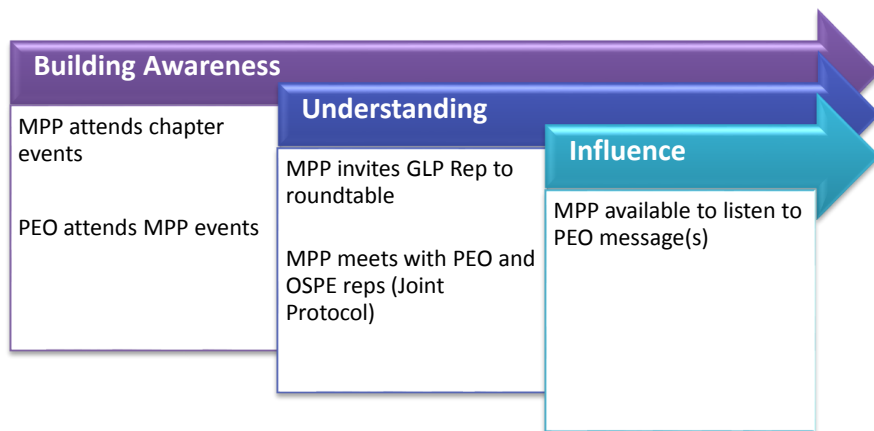
Page 12: 5.1.4 Enhancing Communication – GLP Weekly

The Working Group advises OSPE that the GLC is working on guidelines for the GLP Weekly. The guidelines will be brought to the GLC for approval, probably at the January 2018 meeting.

RECOMMENDATION: No changes to the report.

Enhancing PEO's Government Liaison Program (GLP)

Implementation Plan for the GLP Audit Recommendations



Report by Government Liaison Committee (GLC)

~~June 2017~~

REVISED JAN 2018

We would like to acknowledge the work of the subcommittee in preparing this report:

Enhancing PEO's Government Liaison Program (GLP) – Report

Darla Campbell, P.Eng. Jeannette Chau, P.Eng. Daniel King, EIT Warren Turnbull, P.Eng.

Executive Summary

Introducing GLP 2.0

In 2017, the Government Liaison Committee (GLC) was tasked with developing an Implementation Plan for the GLP Audit Recommendations and report to Council with the Plan in June 2017.

The GLC accepted the task to write the implementation plan and rose to the challenge of leveraging this project into an opportunity to define the next level of government liaison program for PEO. We are calling this next version “GLP 2.0”.

Thank you to the GLC members who dug deep into this opportunity to search for improvement. Thank you to the volunteers from Council and GLP Chair who participated in the focus groups. Thank you to the Legislation Committee (LEC) who agreed to accept the peer review role through the lens of the LEC, even on short notice. And thank you to the Eastern Regional Councillors who provided an opportunity at their Regional Congress at the end of May for a peer review by the Chairs and Vice Chairs in the region.

Nothing ever changes without courage, commitment and perseverance. We believe that the vision presented in this report is compelling and represents what PEO deserves in their government liaison program going forward. This implementation plan provides the road map to get there.

The Vision – GLP 2.0

By December 31, 2020 (which aligns with the end of the next strategic planning timeline), we envision PEO's Government Liaison Program (GLP 2.0) operating as follows.

The GOAL: How Government Interacts with PEO

[Our relationship building efforts have borne fruit and w](#)~~w~~[We have direct input into government decision-making.](#) MPPs listen to us, respect our position and incorporate our comments into legislation, regulations and policies. We have established a system and strategy where government listens to PEO on issues important to PEO and its ability to self-regulate and protect public interest.

MPPs from all parties and their chiefs of staff recognize that “Engineers Know”, i.e. have knowledge about technical issues [as related to the public interest](#), and don't hesitate to reach out to their GLP Rep for input on technical issues [as related to the public interest](#) that are before the government.

MPPs look forward to meeting with us as leaders of the engineering profession because our meetings are valuable to them, we bring our engineering partners to the table to address issues that fall within their areas of expertise and/or responsibility.

Enhancing PEO's Government Liaison Program (GLP) – Report

~~PEO has taken leadership in being the first call for government (staff and MPPs) and we have put into practice an approach of seamless government relations for the engineering profession (PEO leads and directs to OSPE, CEO, PEGO, Engineers Canada, etc.).~~ PEO is the envy of other regulators, many who continue to have trouble connecting with their MPPs in the aftermath of the change in the political fundraising rules that came into effect on January 1, 2017.

Ministers and key government staff call PEO regularly and proactively about regulations impacting the practice of professional engineering in the province, showing cooperation in working together to protect the public interest.

The GLP will continue to focus exclusively on the provincial government, i.e. MPPs, as that is where the Professional Engineering Act resides.

The scope of work of the GLP will include regulatory issues as related to the public interest.

How HQ supports the program

GLP Reps, one for each riding, are selected, well trained and confident in their abilities to represent PEO in speaking to their MPP. There is a good database of information on their previous interactions with MPPs and information on the MPPs themselves. A good set of communications materials, training materials and tools (info documents and training) are available, and the availability of these is well known by everyone in the program.

How Council supports the program

PEO Council, OSPE, PEGO, GLC all agree and march to the same beat. Council sets objectives for the GLP and works together to achieve strategic objectives of all the groups. There is talk outside the silos.

How GLP Reps support the program in the chapters

Chapter GLP Reps have developed a good relationship with the MPP so that they know who to call to have professional engineers involved in their own MPP events or discussions. Chapters consistently invite MPPs to speak. Proper protocol is followed. MPPs speak up at Queen's Park to acknowledge the work of professional engineers and have recent Take Your MPP to Work Days to talk about.

How Meetings with MPPs support the program

The GLP Rep meets MPPs with the OSPE rep and both contribute to setting the agenda and contributing to the meeting. They each have their own business cards and information. The GLP Rep has been selected and matched with the MPP, either living or working in the riding and ideally have other shared interests. The GLP Rep is well trained and has good communication skills. There is a verbatim message for the GLP Rep to relay when speaking for themselves and not the PEO. MPPs see it as a valuable meeting and can see the difference between the advocacy and the regulatory side.

Enhancing PEO's Government Liaison Program (GLP) – Report

Government Liaison Program 2.0

Throughout this report, the Government Liaison Program (GLP) will be referred to as “the program”.

Activities at the local level aim to build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO's role and position on issues (i.e. key messages). The goal of building relationships is to become a “trusted advisor in the public interest” where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. The program cannot guarantee success when it comes to influencing decision-makers; what the program can do is to build relationships with the MPPs which are precursors to being in a position to influence. See Figure: Three Levels of Impact in Government Relations, below.

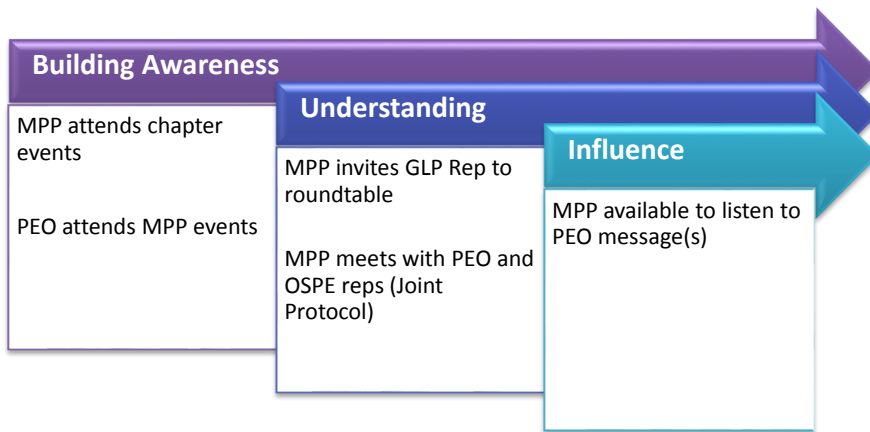


FIGURE: THREE LEVELS OF IMPACT IN GOVERNMENT RELATIONS

There is a misconception that the program is only relevant to the work of PEO when there is an “ask” of government. On the contrary, if the program isn't doing a good job building relationships, we will never get the meetings that are necessary to advance the issues of importance to PEO. Once the program is operating successfully in building awareness and understanding, then within a six month window a strategy could be developed to mobilize the GLP Reps to reach out on a specific key message to their MPPs.

Tracking the Enhancements of the Program

Five challenges to the program were identified as an opportunity to focus on enhancements to the program that would overcome/mitigate these challenges. If the new program could overcome these

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challenges, it was felt that the enhanced program would be in a position to better serve PEO and meet the objectives of the program. The following table, identifies key initiatives and metrics for each of the five key enhancements of the program and references specific recommendations from the audit report, where applicable.

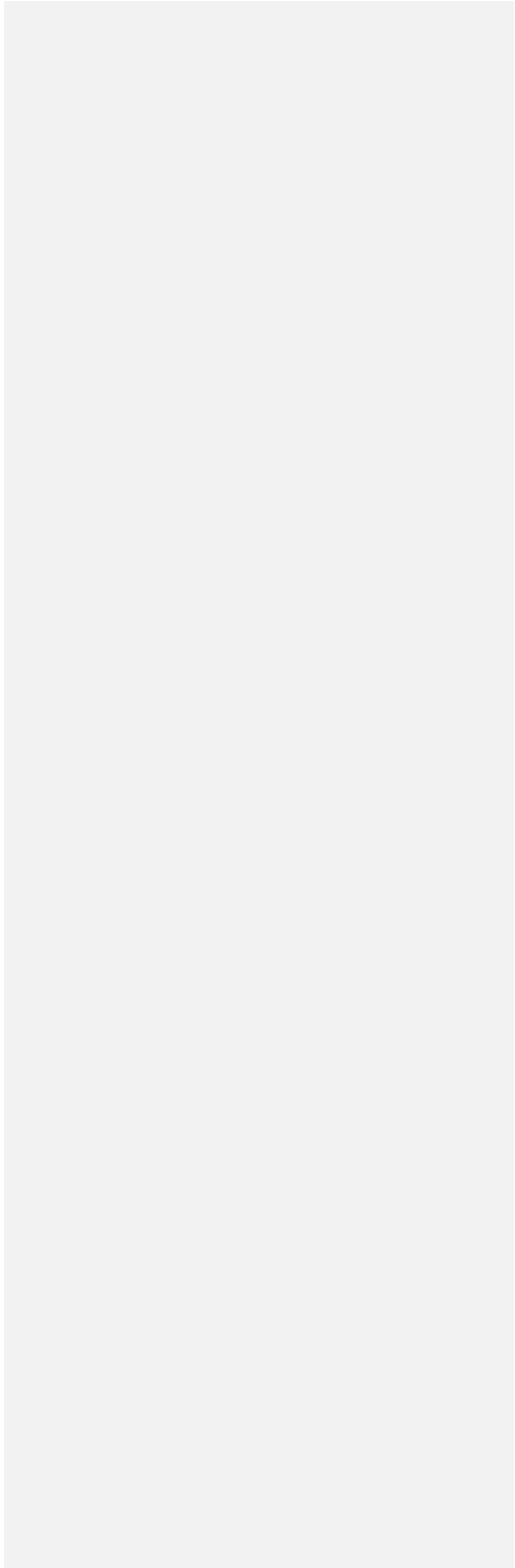
ENHANCEMENTS OF THE PROGRAM	Key Initiatives	Alignment with Rec	Metrics
<p>1. Reporting and accountability of the program</p> <ul style="list-style-type: none"> • Council informed of GLP activities • Council approved policies within which to operate 	<p>1a. Establish regular reporting to Council and Executive Committee (i.e. standing agenda item) with metrics against objectives. R7</p> <p>1b. Council to approve objectives for program or affirm existing ones. R1, 4, 5</p> <p>1c. Council to approve policies to govern operation of GLP (through GLC).</p> <p>1d. Terms of reference for GLC to be revised and name change. R5</p>	1, 4, 5, 7	<p>Report activities against objectives to Council.</p> <p>Approved objectives and policies in place.</p> <p>Revised TOR for GLC/new name done.</p>
<p>2. Activities within GLP are delivered in a consistent manner</p> <ul style="list-style-type: none"> • Message being DELIVERED to MPPs • Message being RECEIVED by MPPs • Report back from GLP Reps 	<p>2a. Key messages for MPPs to be approved by GLC and issued quarterly to GLP Reps. R16</p> <p>2b. MPP interaction database to report meetings and show trends. R6</p> <p>2c. Support for meetings through HQ</p> <p>2d. GLP Reps selected to ensure a good fit with the MPP. R24</p> <p>2e. Orientation for new GLP Reps provided within 30 days of appointment, prior to contact with MPP. R8to13</p> <p>2f. Training and coaching provided to GLP Reps. R8to13</p>	6 8 to 13 16, 24	<p>Report on key messages delivered to MPPs (on riding basis) and when.</p> <p>Track and report on orientation and training for each GLP Rep.</p>
<p>3. Working together with OSPE on provincial government issues</p>	<p>3a. Joint Protocol for meetings (PEO and OSPE reps both attend). R22</p>	3, 22, 29	<p>Report on number of meetings with MPPs with joint reps</p>

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	<p>3b. OSPE rep serves on GLC as liaison on the PAN program. R3, 22</p> <p>3c. Coordinate messages between PEO and OSPE for meetings with MPPs, depending on issue that requires coordination. R29</p> <p>3d. Regulatory issues subcommittee to track emerging issues and coordinate with OSPE on provincial issues. R3</p>		<p>compared with all MPP meetings.</p> <p>OSPE rep active participant on regulatory issues subcommittee.</p>
<p>4. Working together with Engineers Canada on federal government issues</p>	<p>4a. Engineers Canada rep serves on GLC as liaison on the Bridging Engineers and Government program. R3</p> <p>4b. Regulatory issues subcommittee to track emerging issues and coordinate with Engineers Canada on federal issues. R3</p>	3	<p>Engineers Canada rep active participant on regulatory issues subcommittee.</p>
<p>5. Government is listening to us. We get their attention and garner support</p>	<p>5a. Build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO's role and position on issues (i.e. key messages). R28</p> <ul style="list-style-type: none"> • Build awareness by inviting MPP to attend chapter events and PEO attending MPP events. R22 • Gain understanding in meetings with MPP (key messages) R23 <p>5b. The goal of building relationships is to become a "trusted advisor" <u>in the public interest</u> where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. R2</p>	2, 22, 23, 28	<p><i>Awareness (scorecard)</i></p> <ul style="list-style-type: none"> • # PEO events MPP attends. • # MPP events PEO attends. <p><i>Understanding (scorecard)</i></p> <ul style="list-style-type: none"> • # Interactions where PEO delivers key messages to MPP. • # Joint GLP/PAN meetings hosted with MPPs. <p># Contacts from gov't (staff and political) for information or advice.</p>

Enhancing PEO's Government Liaison Program (GLP) – Report

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Enhancing PEO's Government Liaison Program (GLP) – Report

Enhancing PEO's Government Liaison Program (GLP)

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1.0 Background

On February 5, 2016, Council passed a motion to undertake a review of the Government Liaison Program (GLP). The scope of the review was to determine whether the GLP is operating as designed and whether it is achieving the expected results. Don Dickson, D & B Dickson Management Solutions Inc engaged to complete the work of the audit.

The audit report was presented to PEO Council in November 2016. Review found that the GLP was meeting its intended objective. Recommendations (32) made to help further improve the program and the implementation plan for these recommendations was assigned to the Government Liaison Committee (GLC) without a budget.

2.0 GLP Audit Report Recommendations

The recommendations in the GLP audit report were presented in the following areas of focus:

- Achieving GLP Objectives (Recommendations 1 to 5)
- Reporting (Recommendations 6 & 7)
- Training (Recommendations 8 to 13)
- GLP Weekly Newsletter (Recommendations 14 to 21)
- Activities and events (Recommendations 22 & 23)
- Chapter GLP Support and Communication (Recommendations 24 to 27)
- MPP Suggestions (Recommendations 28 to 30)
- Implementation (Recommendations 31 & 32)

3.0 Implementation Plan Development Process

3.1 Overview of Development of Report, Implementation Plan and Review Process

- Workshop with Government Liaison Committee (GLC) (March 21, 2017)
- Vision Workshop of GLP 2.0 (May 3, 2017)
- Focus Group with Council (May 3, 2017)
- Focus Group with GLP Chairs (May 10, 2017)
- Presentation to Legislation Committee for peer review (May 15, 2017)
- Presentation to Eastern Regional Congress for peer review (May 27, 2017)
- Plenary Session Presentation to Council (June 22, 2017)
- Report for approval at Council (June 23, 2017)

3.2 Sources of Review Comments

- Peer Review of the Consultant's report by Executive Committee (November 2016)
- Peer Review of the Consultant's report by GLC (November 2016)

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3.3 Resources for Program Improvements

- Joint PEO/OSPE Government Relations Conference, *Working Together Workshop* (October 26, 2016)
- GLC strategy session (August 2016)
- Scorecard: Measuring GLP Chapter Engagement (released December 2016)

4.0 Enhancements to the Program

Five challenges to the program were identified as an opportunity to focus on enhancements to the program that would overcome/mitigate these challenges. If the new program could overcome these challenges, it was felt that the enhanced program would be in a position to better serve PEO and meet the objectives of the program.

The five challenges were:

1. Reporting and accountability of the program
 - Council has not been informed of GLP activities
 - Is there a need for council to approve policies within which to operate?
2. Activities within GLP are not delivered in a consistent manner
 - Message being DELIVERED to MPPs
 - Message being RECEIVED by MPPs
 - Report back from GLP chairs
3. Working together with OSPE with provincial government issues
4. Working together with Engineers Canada with federal government issues
5. Government isn't listening to us. How to get their attention and garner support?

4.1 Five Keys of Accountability

Each of the challenges became a focus of discussion at the GLC workshop in March and was also discussed in the focus groups with Council volunteers and GLP Chairs. All stakeholders were in agreement that these challenges exist (to more or less extent) and that an enhanced program that mitigated these challenges would be desirable.

In the following section, we present the five challenges as five keys of accountability for the program and indicate key initiatives and metrics. We also indicate references to specific recommendations from the audit report, where applicable.

Key 1: Reporting and Accountability

Reporting and accountability of the program is enhanced to keep Council and Executive Committee informed of GLP activities and Council provides direction of the program by Council approved policies within which to operate.

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KEY 1: REPORTING AND ACCOUNTABILITY

- | | | |
|----|---|---|
| 1a | Establish regular reporting to Council and Executive Committee (i.e. standing agenda item) with metrics against objectives. R7 | <u>Metrics</u>
Report activities against objectives to Council. |
| 1b | Council to approve objectives for program or affirm existing ones. R1, 4, 5 | |
| 1c | Council to approve policies to govern operation of GLP (through GLC). | Approved objectives and policies in place. |
| 1d | Terms of reference for GLC to be revised and name change. R5 | Revised TOR for GLC/new name done. |

Key 2: Activities within GLP are delivered in a consistent manner

Activities within GLP are delivered in a consistent manner, which includes:

- Message being DELIVERED to MPPs
- Message being RECEIVED by MPPs
- Report back from GLP Reps

KEY 2: ACTIVITIES DELIVERED IN CONSISTENT MANNER

- | | | |
|----|---|---|
| 2a | Key messages for MPPs to be approved by GLC and issued quarterly to GLP Reps. R16 | <u>Metrics</u>
Report on key messages delivered to MPPs (on riding basis) and when. |
| 2b | MPP interaction database to report meetings and show trends. R6 | |
| 2c | Support for meetings through HQ to ensure consistent delivery. | |
| 2d | GLP Reps selected to ensure a good fit with the MPP. R24 | |
| 2e | Orientation for new GLP Reps provided within 30 days of appointment, prior to contact with MPP. R8to13 | Track and report to GLC on orientation and training for each GLP Rep. |
| 2f | Training and coaching provided to GLP Reps. R8to13 | |

Key 3: Working together with OSPE on provincial government issues

Working together with OSPE on provincial government issues is an important success factor of the program. Building on the **Joint PEO GLP/OSPE PAN Meeting Protocol** (BN C494-5.6) approved at the 494th meeting of PEO Council on June 9, 2014, PEO and OSPE will continue to invite each other to meetings with MPPs where they both contribute to the agenda and participate in the meeting and look for other areas of supporting each other in messaging. The joint government relations conference held on October 26, 2016 demonstrated the effectiveness of PEO and OSPE working together. The outcome of the workshop is a key resource for the enhancements to the program.

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KEY 3: WORKING WITH OSPE (WITH MPPs)

- 3a Joint Protocol for meetings (PEO GLP and OSPE PAN reps both attend). **R22**
- 3b OSPE rep serves on GLC as liaison on the PAN program. **R3, 22**
- 3c Define a process to coordinate messages between PEO and OSPE for meetings with MPPs, on an as needed basis, depending on issue that requires coordination. **R29**
- 3d Regulatory issues subcommittee to track emerging issues and coordinate with OSPE on provincial issues. **R3**

Metrics

Report on number of meetings with MPPs with joint reps compared with all MPP meetings.

OSPE rep active participant on subcommittee.

Key 4: Working together with Engineers Canada on federal government issues

A representative from Engineers Canada government relations program, Bridging Engineers and Government (BE&G) is a member of the GLC. This connection is an opportunity outreach for the GLC to be informed of advocacy issues of Engineers Canada. It is also a reminder that the PEO program focuses on provincial government (i.e. meetings with MPPs) and that any connection to the federal government is the responsibility of Engineers Canada.

At the July 2016 strategy session, the GLC identified that the program applies to building relationships with MPPs. If chapters wanted to outreach to other levels of government in their community, those activities would be part of chapter outreach, not part of PEO's Government Liaison Program.

KEY 4: WORKING WITH ENGINEERS CANADA (WITH MPs)

- 4a Engineers Canada rep serves on GLC as liaison on the Bridging Engineers and Government program. **R3**
- 4b Regulatory issues subcommittee to track emerging issues and coordinate with Engineers Canada on federal issues.

Metrics

Engineers Canada rep active participant on subcommittee.

Key 5: Government is Listening to Us

Activities at the local level aim to build relationships with local MPPs by creating awareness of PEO and gaining an understanding of PEO's role and position on issues (i.e. key messages). The goal of building relationships is to become a "trusted advisor in the public interest" where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers.

The increasing levels of impact of a government relations program is awareness, understanding and influence. Awareness and understanding are components that can be delivered and measured in the program. The "Measuring GLP Engagement" scorecard that was launched in December 2016 measures these two components.

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KEY 5: GOVERNMENT IS LISTENING TO US

Metrics

- | | |
|---|---|
| <p>5a Build relationships with local MPPs by i) creating awareness of PEO and ii) gaining an understanding of PEO’s role and position on issues (i.e. key messages). R2B</p> <p>i Build awareness by inviting MPP to attend chapter events and PEO attending MPP events. R22</p> <p>ii Gain understanding in meetings with MPP (key messages). R23</p> | <p><i>Awareness (scorecard)</i>
PEO events MPP attends.
MPP events PEO attends.</p> <p><i>Understanding (scorecard)</i>
Interactions where PEO delivers key messages to MPP.
Joint GLP/PAN meetings hosted with MPPs.</p> |
| <p>5b The goal of building relationships is to become a “trusted advisor <u>in the public interest</u>” where the MPPs see the meetings as valuable and be willing to listen when PEO needs to influence decision-makers. R2</p> | <p># Contacts from gov’t (staff and political) for information or advice to GLP Rep and to PEO directly.</p> |

5.0 Four Pillars of Success

A successful Government Liaison Program requires the support of the following four pillars:

- HQ Support
- Council Support
- Chapter Support
- MPP Engagement

5.1 Program Management (HQ Support)

VISION: How HQ supports the program

GLP Reps, one for each riding, are selected, well trained and confident in their abilities to represent PEO in speaking to their MPP. There is a good database of information on their previous interactions with MPPs and information on the MPPs themselves. A good set of communications materials, training materials and tools (info documents and training) are available, and the availability of these is well known by everyone in the program.

General program management is a shared function between Manager, Government Liaison Program and the Government Liaison Committee, supported by the Government Liaison consultant. Key initiatives that will enhance the effectiveness of the program will include:

- MPP interaction database (tracking and reporting)
- GLP Reps are well supported by HQ (meeting prep, briefing call, answer questions, etc.)

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- GLC finds a better way to know what's going on in other parts of the PEO organization related to monitoring proposed legislation/regulations, such as strategic conversations of PEO staff speaking with bureaucrats. (See sidebar note on Recommendation 3.)
- "Verbatim" speech to provide context on who GLP Rep is representing and who speaking on behalf of (separating when it is a personal opinion or comment).
- Clear and consistent message(s) from PEO, e.g. key messages for meetings and sound bites for networking.
- Clear strategy
- Social media strategy to establish presence and campaigns (e.g. follow MPP on twitter and subscribe to MPP's newsletter)

Recommendation 3

As noted in the GLC peer review (November 2016):

As written, recommendation 3 (GLC should continue to monitor all proposed legislation or changes to legislations to detect any potential incursions on the self-regulating role of PEO) is a very large task that requires significant resources. Consider narrowing the scope as follows.

- **GLC to liaise with PEO staff who monitor proposed legislation on a regular basis and work with OSPE to help identify issues impacting regulatory nature of PEO. GLC can provide oversight on this activity and would rely on paid resources to provide the research and monitoring of all proposed legislation.**

5.1.1 Government Liaison Committee (GLC)

- New name for GLC to avoid confusion with GLP. Suggestions include Advisory Committee on Government Relations (AGR), Government Liaison Advisory Committee (GLA), Government Relations Advisory Committee (GRA), Political Advisory Committee (PAC).
- Expected results for GLC clarified and communicated. Revise GLC Terms of Reference accordingly.
- Add a standard agenda items on the GLC meeting (near end) to provide direction to the Council Liaison on what needs to be reported to Council.

5.1.2 General Program Management

- Reduce scope of Recommendation 3 as noted in the GLC peer review (sidebar, above).
- Validate the original objectives of the program (or recommend modifications).
- Develop a list that matches Councillors with their own MPP. When GLP/PAN meeting scheduled (or Take Your MPP to Work Day), invite Councillor to participate.
- ~~Future consideration that GLP Rep and PAN Rep could be held by the same PEO volunteer, trained by both PEO and OSPE.~~

5.1.3 Training

- Training program for GLP Reps to be established, delivered and reported to GLC.
- The GLP Rep assumes their role once they have completed the training for certification. If GLP Rep has not completed the required training, they cannot meet with the MPP until trained.

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- Develop, implement and report to GLC on Orientation Training module for new GLP Reps to be completed within 30 days of appointment.
- Training to cover what should be done as well as what should not be done.

5.1.4 Enhancing Communication

» Communication with Council (internal)

GLC will report on a more regular basis to Council and the Executive Committee with metrics against objectives (Enhancement 1).

» Communication with GLP Reps (internal)

GLC will develop a quarterly internal newsletter for GLP Reps which includes:

- Key messages for the next quarter
- Identify which GLP Info Notes are active/relevant for next quarter
- Highlights on what GLC is working on
- Report back on metrics of the program

The quarterly engagement calls with GLP Chairs and GLP Reps will be scheduled after the newsletter is released where it forms the package for the meeting discussions.

» Communication with Chapters (internal)

One item that was raised at the Eastern Regional Congress (May 27, 2016) was a need for chapters to understand the Take Your MPP to Work Day initiative so they can properly include the event in their chapter business plan.

ACTION: Develop and issue a bulletin for chapters to describe initiatives that require support by the chapter, such as how to deliver a successful Take Your MPP to Work Day event. Coordinate distribution with the Regional Councillors Committee.

» External Communication

The **GLP Weekly Newsletter** has already implemented many of the recommendations from the audit to develop a more content rich external communication tool. The GLP Weekly will continue to be the main external communication with the list of subscribers that includes MPPs, government staff, GLP Chairs and other interested parties.

GLC's working group on Enhancing Government Outreach is currently designing a one-page document that provides context about PEO and the value engineering knowledge can bring to MPPs and the importance of protecting public safety. This will be a "leave behind" document at meetings with MPPs and will add to the consistent messaging from PEO.

~~The GLP Info Notes will continue to be written for an external audience and be part of the documents that can be used at meetings with MPPs.~~ The GLP Info Notes will be written primarily for the information and education of the GLP Reps and may be part of the documents that can be used in meetings with MPPs.

The focus will be presenting regulatory issues and PEO's position.

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5.2 How Council Supports the Program

VISION: How Council supports the program

PEO Council, OSPE, PEGO, GLC all agree and march to the same beat. Council sets objectives for the GLP and works together to achieve strategic objectives of all the groups. There is talk outside the silos.

- Council + GLC on board with each other, supportive of GLP, more forward thinking.
- Proactive approach on emerging issues (GLC).
- Council to more confidently task GLC with issues, ask for advice.
- When Council wants GLP in place to speak to MPPs on specific issues, need an early warning system (i.e. 6 months to develop strategy, mobilize and train GLP Reps).

Key items for approval by Council include:

- GLP Implementation Plan (this report)
- Objectives of the program or reaffirm existing ones
- Policies to govern operations of GLP (through GLC)
- Revised terms of reference for GLC, including name change
- Annual work plan (as required by all committees)

5.3 How the Chapters Support the Program

VISION: How GLP Reps support the program in the chapters

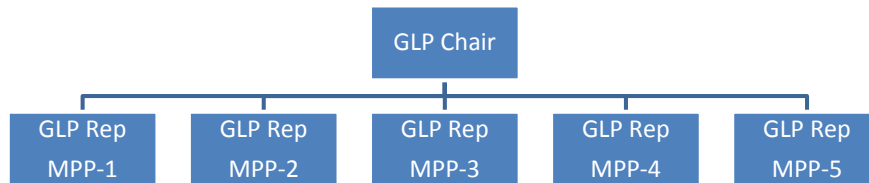
Chapter GLP Reps have developed a good relationship with the MPP so that they know who to call to have professional engineers involved in their own MPP events or discussions. Chapters consistently invite MPPs to speak. Proper protocol is followed. MPPs speak up at Queen's Park to acknowledge the work of professional engineers and have recent Take Your MPP to Work Days to talk about.

- Thirty-six (36) chapters active in GLP activities that are aligned with the program objectives, reporting to MPP Interaction Database.
- Take Your MPP to Work Day is a highlight for each MPP and is delivered on annual basis. GLP can create more community awareness of PEO (outcome) where Public Awareness = Political Awareness.
- Encourage chapters to work together and collaborate/cooperate in their GLP activities, such as joint Take Your MPP to Work Days, especially when chapter boundaries straddle ridings.
- Robustness to succession planning with a GLP team at each chapter.

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5.3.1 Chapter Engagement

- Move to a model with one certified GLP Rep for each MPP (107 MPPs now, will be 124² MPPs after the 2018 election), where the GLP Rep either lives or works in the riding of the MPP and agrees to attend the required training to become a certified GLP Rep.
- The GLP Rep selection process to be developed in conjunction with Chapters and Council to ensure their professionalism and a good fit with the MPP. As the GLP Rep represents PEO to the MPP (i.e. the government) it is a joint responsibility between Chapters and Council that we put our best foot forward.
- Chapters continue to select the GLP Chair to coordinate the activities of the GLP Reps in the chapter and report to Chapter Executive. GLP Chair can also serve as a GLP Rep (matched with the MPP) when selected through the process to serve as a GLP Rep.



5.4 How MPPs Engage with the Program

VISION: How meetings with MPPs support the program

The GLP Rep meets MPPs with the OSPE rep and both contribute to setting the agenda and contributing to the meeting. They each have their own business cards and information. The GLP Rep has been selected and matched with the MPP, either living or working in the riding and ideally have other shared interests. The GLP Rep is well trained and has good communication skills. There is a verbatim message for the GLP Rep to relay when speaking for themselves and not the PEO. MPPs see it as a valuable meeting and can see the difference between the advocacy and the regulatory side.

The goal is for the program to encourage the MPP to engage with PEO (through the GLP Reps and the chapters) and through building awareness and understanding, the MPP sees events and meetings with PEO as valuable.

Take Your MPP to Work Day is an annual event that provides the MPPs with:

- a. knowledge about the work of professional engineers
- b. connection to a business or organization in their riding
- c. connection to the community (e.g. coverage in local newspaper and/or MPPs newsletter)

5.4.1 Ways to Measure Engagement of MPP

MPPs accept invitations to participate in chapter events such as licence certificate presentations.

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MPPs invite the PEO Chapter through the GLP Rep to attend MPP events such as:

- New Year's Levees;
- Town Halls;
- Community Picnics, BBQs; and
- Roundtables.

[Chapters engage MPPs at community events sponsored by Chambers of Commerce, Boards of Trade, speakers' clubs \(such as the Canadian Club of Toronto and the Empire Club of Canada\), etc.](#)

MPPs see the value of “engineers know” and reach out to the chapters through the GLP Rep to educate themselves about technical issues [as related to the public interest](#).

6.0 Costs to Implement the Plan

Additional resources will be required to implement the plan in the following major task categories:

- Development of the MPP Interaction Database;
- Design of the certification program for GLP Reps; and
- Promote cooperation with engineering profession.

6.1 Current Budget

- \$25,000 budget to support activities/events in the riding (i.e. \$234 per riding)
- \$10,000 general budget

6.2 Approach for Funding the Program

Existing budget could be reallocated to provide required training for certification. As we move to the model of one GLP Rep per MPP (increase from 36 GLP Chairs to 107 GLP Reps and 122 after the 2018 provincial election), certification training will be a significant cost in the early years, with a tapering off of certification training as GLP Reps stay in their position for the 4-year term of their elected MPP, with an opportunity to be re-appointed for another 4-year term.

6.2.1 MPP Interaction Database

Develop MPP Interaction Database with automated reporting from GLP Reps to database. Design and roll out of database with user training.

6.2.2 Develop Certification Training Program for GLP Reps

Tasks to include learning needs assessment, establish learning objectives, design of the program including design of training module(s) and confirming competency and on-going development.

Deliver certification program for GLP Reps

Expenses for training

Include travel for GLP Reps for regional or centralized training, venue cost, food and supplies.

BUDGET

IT Budget estimate

\$25,000 (one time)

Included in current budget

\$10,000/year

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Enhancing PEO's Government Liaison Program (GLP) – Report

6.2.3 Promote Cooperation with Engineering Profession

GLC members attend events/meetings (tied to GLC terms of reference) to promote cooperation with engineering profession \$2,500/year

6.2.4 Visibility of GLP Reps

Clothing with PEO brand, printed materials, reports Included in current budget

7.0 List of Recommendations from Audit Report and Implementation Plan

Achieving GLP Objectives

1. Assuming the original objectives of the program are still valid, more work is required to clearly and consistently communicate the role and mandate of PEO.
2. A strategy should be developed to target certain Ministers and MPPs who are considered a high priority for understanding PEO's role. The strategy should also seek to reach all MPPs and achieve a level of awareness with all MPPs.
3. GLC should continue to monitor all proposed legislation or changes to legislation in order to detect any potential incursions on the self-regulating role of PEO.
4. Expected results for the program, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding.
5. Expected results for the GLC, both short term and long term, should be clarified and clearly communicated so that Councillors and GLC members have the same understanding. This would include confirming GLC oversight and direction responsibilities, decision making/ advisory authorities and a clear message to be communicated. This may require an update of the GLC Terms of Reference to include any appropriate changes.

Reporting

6. GLC should work with Council and Chapter GLP Chairs to determine reporting requirements for Council and the GLC and establish systems and procedures to meet these requirements. To the extent possible, the requirements, systems and procedures should build on information already collected or needed by the Chapter GLP Committees and should consider the limited volunteer time for reporting activities. Automated reporting tools should be employed wherever feasible.
7. Council should consider establishing a regular agenda item for GLC reporting and direction.

Training

8. Objectives, target audience and expected results for training sessions should be clear. This should include clear, consistent messages that are to be communicated or reinforced through training.

Enhancing PEO's Government Liaison Program (GLP) – Report

9. Build on current training material and resources to expand training to meet the needs of different GLP participants.
10. Tailor some training/ orientation to newly appointed Chapter GLP Chairs. Several new chairs mentioned that they would have appreciated training shortly after their election rather than months later. This training could be more specific to the needs of a new Chair and would help them get off to a good start.
11. Offer several training options in addition to Academies. These could include web based training (already developed but not yet implemented), video or teleconferences. Web based tools could provide on demand training and a library of special topics. This would recognize time/travel constraints for many volunteers.
12. Participation in training events should be encouraged and reported. All chapters should participate for coverage and consistency. Follow up should be done with Chapters not participating.
13. Consider adding more content dealing with best practice Chapter activities.

GLP Weekly Newsletter

14. GLC and Council should confirm the role of the GLP Weekly and its primary audience in the context of an overall strategy for the Government Liaison Program, the communication strategy for PEO and its relationship with Engineering Dimensions, GLP Information Notes and other communication products. Based on current usage of the newsletter, the role could include planning, reporting/ communicating, sharing ideas or providing recognition. The audience could range from Chapter GLP Chairs, Chapter Executives, GLC and Council to all PEO members to MPPs, their staff and senior public servants.
15. A more efficient option for planning should be considered in order to eliminate the repetition of upcoming events in the newsletter and to provide more guidance on priorities for attendance at events. An on-line calendar of events with colour or some other coding to highlight the most significant events could be maintained and populated with key events well in advance.
16. GLC, with Council endorsement, should confirm the main message or messages it wants to convey to its primary audience.
17. When reporting on events involving MPPs or other officials, comments on results, reactions or follow up should be included wherever possible. This could be included in guidelines for volunteers or staff reporting on events.
18. To facilitate follow up on results or outcomes of events or meetings, the initial event reported could be flagged for follow up (e.g. a meeting or conference dealing with an important issue).
19. To provide more depth/ substance, perhaps one article per issue should develop a priority theme or message. For example, interviews with Chapter GLP Chairs in early 2012 provided more depth.

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20. Establish a searchable data base or search tool that would facilitate searches by topic, Chapter or individual. This would facilitate easy extraction of items on a particular issue or events attended by a particular MPP.
21. Costs and delivery methods should be compared to similar newsletters for other organizations. This was beyond the scope of the current study.

Activities/Events

22. Build on the success of the suite of events that are being used now, with minor adjustments if the rules for fund raising events change. Recognize the differences among Chapters and MPPs and that successful face to face meetings to discuss issues will only happen once a good relationship has been established. Ensure that when face to face meetings are planned, the right people attend, that expectations and approach are clear and that all PEO/ OSPE participants have the same briefing and agenda. Any required follow up for meetings or events should be documented and acted upon quickly.
23. All Chapters should be encouraged to complete at least one activity or event with each MPP in their area each year. Follow up should be done to monitor whether this is happening and to provide assistance as necessary.

Chapter GLP Support and Communication

24. Emphasis should be placed on recruiting more of the right people to volunteer for the Chapter GLP Committees.
25. The GLP Chapter manual should be updated if any significant changes are made to the program. Distribution to all Chapter GLP Chairs should be timely and verified.
26. Measures to increase quarterly conference call participation should be examined including taping and distribution of copies of the calls.
27. GLC minutes or extracts from the minutes should be distributed to Chapter GLP Chairs.

MPP Suggestions

28. In setting GLP priorities and designing activities, GLC and Chapter GLP Chairs should consider the benefits MPPs perceive in the relationship with PEO such as access to knowledge and advice on issues. They should also consider the specific suggestions for activities such as seminars on important topics, site tours, encouraging youth and doing more on diversity.
29. Some suggestions made by MPPs may apply more to OSPE (e.g. position papers on issues on the government agenda) and these suggestions should be raised with OSPE and coordinated action taken to best utilize these position papers.
30. Follow up should be done with the professional organizations suggested to determine if they have any best practice that PEO could implement.

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Implementation

- 31. Council should request that the GLC develop a plan that would set out priorities, activities, responsibilities, timeframes and resource requirements to implement the recommendations accepted in principle by Council. The plan should be developed in consultation with Chapter GLP Chairs and other stakeholders.
- 32. Council should allocate a budget of \$15,000 for additional resources to support the GLC in preparing the implementation plan.

7.1 GLP Implementation Plan

RECOMMENDATIONS	Q1-Q2-2017	Q3-2017	Q4-2017	2018	CLOSED
ACHIEVING GLP OBJECTIVES					
1. Objectives					
2. Plan or strategy					
3. Monitor legislation					
4. Expected results					
5. GLC expectations					
REPORTING					
6. Reporting to Council					
7. Council agenda					
TRAINING					
8. Objectives for training					
9. Expand training					
10. Orientation					
11. Training options					
12. Training tracking					
13. More best practices					
GLP WEEKLY NEWSLETTER					
14. Role of GLP Weekly					
15. Online calendar					
16. Confirm messages					
17. Report on results					
18. Flag follow-up					
19. GLP Weekly					
20. Searchable online					
21. Cost of delivery					
ACTIVITIES/EVENTS					
22. Build on success					
23. One activity/year/MPP					
CHAPTER GLP SUPPORT AND COMMUNICATION					
24. Recruit					
25. Manual					
26. Conference calls					
27. GLC minutes					
MPP SUGGESTIONS					

Enhancing PEO's Government Liaison Program (GLP) – Report

28. Benefits for MPPs					
29. OSPE coordination					
30. Other organizations					
IMPLEMENTATION					
31. Develop plan					
32. Budget for developing plan					

See spreadsheet in appendix for GLP Implementation Plan details of PEO actions and timing of activities.

PEO SYLLABI – Computer Engineering, Engineering Physics, Industrial Engineering, Petroleum Engineering.

Purpose: To approve the revised Computer, Engineering Physics, Industrial and Petroleum Engineering PEO Syllabi

Motion(s) to consider: (requires a two-thirds majority of votes cast to carry)

That the PEO revised Computer, Engineering Physics, Industrial and Petroleum Engineering Syllabi presented to the meeting at C-516-2.15, Appendices A, B, C and D, respectively, be approved for use, effective for the May 2018 technical examinations sitting.

Prepared by: Michael R. Price, P.Eng. – Deputy Registrar, Licensing and Registration

Moved by: Roydon Fraser, P.Eng.

1. Need for PEO Action

The Academic Requirements Committee (ARC) is mandated to assess non-CEAB applicants' academic preparation to determine if they meet PEO's academic requirements for licensure. It does so by comparing the applicant's transcripts and courses studied to a syllabus of a particular discipline. Most syllabi are developed and maintained by the Engineers Canada Canadian Engineering Qualifications Board (CEQB) and PEO adopts them for its own examinations. The CEQB has recently revised Computer, Engineering Physics, Industrial and Petroleum Engineering syllabi to 2017 syllabi, attached under Appendices A, B, C and D, which were revised and approved by the ARC at its May and October 2017 meetings and will become effective as of the May 2018 technical examinations sitting.

2. Current Policy

The academic requirements for licensure under Section 33. (1)1. of the Regulation are:

- i. A bachelor's degree in an engineering program from a Canadian university that is accredited to the Council's satisfaction, or
- ii. Equivalent engineering educational qualifications recognized by the Council.

In terms of applicants who are graduates of programs not accredited by the CEAB demonstrating that they meet section (ii) of the Regulation, the ARC evaluates the applicant's education by comparing it to the approved PEO syllabi for the applicant's discipline.

PEO also sets the National Technical Examinations for all provincial engineering associations other than Quebec.

3. Recommendation, Rationale and Expected Outcomes

That Council approve the revised Computer, Engineering Physics, Industrial and Petroleum Engineering Syllabi for technical examinations, effective May 2018.

4. Policy Implications

The ARC will assess applicants whose academic background is in Computer, Engineering Physics, Industrial and Petroleum Engineering against the new syllabi.

5. Legal Implications

Having Council approve the syllabi is in keeping with the recommendations of the Licensing Process Task Force. It will assist in providing applicants with further clarity as to the licensing requirements they must meet.

6. Stakeholder Consultation Results

Not applicable, as this is merely an administrative matter that is consistent with current policy direction.

7. Motion Development

The following were consulted in the generation of the motion: Staff of the Licensing and Registration Department and The Chair of the Academic Requirements Committee.

8. Next Steps

If approved by Council, PEO would advise the other provincial engineering associations of the implementation of the new syllabi.

PEO COMPUTER ENGINEERING EXAMINATIONS

INTRODUCTION

Each discipline examination syllabus is divided into two examination categories: compulsory and elective. A full set of Computer Engineering examinations consists of eighteen, three-hour examination papers. Candidates will be assigned examinations based on an assessment of their academic background. Examinations from discipline syllabi other than those specific to the candidates' discipline may be assigned at the discretion of PEO's Academic Requirement Committee.

Information on examination scheduling, textbooks, materials provided or required, and whether the examinations are open or closed book, will be provided by PEO's examinations Centre.

BASIC STUDIES

04-BS-1 Mathematics

Calculus, Vector, and Linear Algebra: Applications involving matrix algebra, determinants, eigenvalues; first and second order linear ordinary differential equations, Laplace transforms. Vector algebra; vector functions and operations; orthogonal curvilinear coordinates; applications of partial derivatives, Lagrange multipliers, multiple integrals, line and surface integrals; integral theorems (Gauss, Green, Stokes). Power series.

04-BS-2 Probability and Statistics

Concepts of probability, events and populations, probability theorems, concept of a random variable, continuous and discrete random variables, probability distributions, distributions of functions of a random variable, sampling and statistical estimation theory, hypothesis testing, simple regression analysis.

04-BS-3 Statics and Dynamics

Force vectors in two- and three-dimensions, equilibrium of a particle in two- and three-dimensions; moments and couples; equilibrium of rigid bodies in two- and three-dimensions; centroids, centres of gravity; second moment of area, moment of inertia; truss, frame and cable static analysis; friction. Planar kinematics of particles and rigid bodies; planar kinetics of particles and rigid bodies; work and energy, impulse, and momentum of particles and rigid bodies.

04-BS-4 Electric Circuits and Power

Basic laws, current, voltage, power; DC circuits, network theorems, network analysis; simple transients, AC circuits. Impedance concept, resonance; use and application of phasors and complex algebra in steady-state response; simple magnetic circuits; basic concepts and performance characteristics of transformers; an introduction to diodes and transistors; rectification and filtering; simple logic circuits.

04-BS-5 Advanced Mathematics

Series Solutions of Differential Equations: Series solutions of ordinary differential equations, boundary value problems and orthogonal functions, Fourier series.

Numerical Methods: Use of computers for numerical solution of engineering problems, including techniques involving library subroutines and spreadsheets. Approximations and errors, interpolation, systems of linear and non-linear algebraic equations, curve fitting, numerical integration and differentiation, and ordinary differential equations.

04-BS-6 Mechanics of Materials

Definitions of normal stress, shearing stress, normal strain, shearing strain; shear force and bending moment diagrams; members subjected to axial loading; members subjected to torsional loading; compound stresses, Mohr's circle; deformation of flexural and torsional members; failure theories; elastic and inelastic strength criteria; columns.

04-BS-7 Mechanics of Fluids

Fluid characteristics, dimensions and units, flow properties, and fluid properties; the fundamentals of fluid statics, engineering applications of fluid statics; the one-dimensional equations of continuity, momentum, and energy; laminar and turbulent flow, flow separation, drag and lift on immersed objects; wall friction and minor losses in closed conduit flow; flow of incompressible and compressible fluids in pipes; dimensional analysis and similitude; flow measurement methods.

04-BS-8 Digital Logic Circuits

Boolean algebra, encoders, decoders, shift registers, and asynchronous and synchronous counters together with timing considerations. Design of asynchronous circuits, synchronous sequential circuits, and finite state machines. Karnaugh mapping techniques, and state tables and diagrams. Introduction to programmable logic.

04-BS-9 Basic Electromagnetics

Introduction to the basic electromagnetic principles upon which electrical engineering is based (laws in both integral and differential form). Classical development of electrostatics and magnetostatics leading to Maxwell's equations. Application of electromagnetic theory to calculation of d-c circuit parameters, study of plane wave transmission in various media.

04-BS-10 Thermodynamics

Thermodynamic states of simple systems; the laws of thermodynamics; equilibrium, PVT and other thermodynamic diagrams; equation of state; compressibility charts and steam tables; calculation of property changes; enthalpy; applications of thermodynamics, cycles, reversibility; thermodynamics of phase changes, Gibbs phase rule, gas-vapour mixtures.

04-BS-11 Properties of Materials

Properties of materials for mechanical, thermal and electrical applications. Atomic bonding, solid solutions, crystallisation. Equilibrium phase diagrams, applications to steel and aluminium alloys, heat treatments. Structure and special properties of polymers and ceramic materials. General characteristics of metallic composites, polymeric composites and concrete. Introduction to materials in hostile environments: corrosion, creep at high temperature, refractory materials, subnormal temperature brittle fracture.

04-BS-15 Engineering Graphics and Design Process

Engineering drawing: Orthographic sketching. Standard orthographic projection. Principal views, selection and positioning of views. Visualization. Conventions and practices. First and second auxiliary views. Basic descriptive geometry. Section views, types, hatching conventions. Basic dimensioning requirements. Tolerance for fits and geometry control. Detail drawings and assembly drawings, other drawings and documents used in an engineering organization. Bill of materials. Fasteners and welds.

Design process and methods. Project management & teamwork. Requirements and function analysis in design. Conceptual design and testing. Concept evaluation design factors such as: cost, quality, manufacturability, safety, etc. Systems modelling & design detail.

04-BS-16 Discrete Mathematics

Logic: propositional equivalences, predicates and quantifiers, sets, set operations, functions, sequences and summations, the growth of functions. Algorithms: complexity of algorithms, the integers and division, matrices. Methods of proof: mathematical induction, recursive definition. Basics of counting: pigeonhole principle, permutations and combinations, discrete probability. Recurrence relations: inclusion-exclusion. Relations and their properties: representing relations, equivalence relations. Introduction to graphs: graph terminology, representing graphs and graph isomorphism, connectivity, Euler and Hamilton paths. Introduction to sorting.

Appendix – A
PEO Computer Engineering Syllabus – 2017

GROUP A

COMPULSORY EXAMINATIONS (SIX REQUIRED)

17-Comp-A1 Electronics

Devices: circuit models and characteristics. Integrated circuits. Diodes, rectifiers, and wave shaping networks. Field effect and bipolar transistors: small-signal and AC analysis. Single-stage amplifier design. Operational amplifiers and applications. Large-signal analysis, wave shaping and bistable circuits including multivibrators, triggers, and waveform generators. Digital electronics including basic logic gates and memory elements. Hybrid analog/digital devices including A/D and D/A converters.

17-Comp-A2 Digital Systems Design

Boolean algebra. Design of combinatorial and sequential logic. Implementation using simple gates. Programmable logic devices and gate arrays. Characteristics of digital integrated circuit families. Analysis and design for controllers, processors, and memories. Microprocessors, including components, data flow, signals, and timing. Small system design, interconnection of associated devices. Computer interfacing, including parallel and serial I/O, interrupts and DMA. Common bus structures.

17-Comp-A3 Computer Architecture

Architecture, programming and I/O. Computer structure and typical processor architecture. CPU and memory organization, buses. Characteristics of I/O and storage devices. Processing unit and controller design, hardwired and microprogram control. Instruction sets and addressing modes; assembly language programming, I/O and interrupt servicing.

17-Comp-A4 Program Design and Data Structures

Programming language syntax and semantics. Design of structured and modular programs in a high level language (C, C++). Basics of object-oriented programming: classes. Non-numerical processing. Design and construction of programs involving structured data: arrays, stacks, queues, lists, trees, and records.

17-Comp-A5 Operating Systems

Operating system principles, components, and programming. Design and implementation of operating systems. Synchronization of concurrent processes, resource allocation, scheduling, protection, and privacy. Data, task, and job management: loading, linking; I/O control. Multi-core, multithreading and multiprocessing. Virtualization, hypervisors and containers. Real-time aspects. Basic characteristics of modern operating systems: unix, Windows.

17-Comp-A6 Software Engineering

Software cycles and requirements analysis. Design, implementation, test, verification and validation, documentation, quality assurance, control and life-cycle management of correct, reliable, maintainable, and cost effective software. Current design methodologies, including modularization, graphical design tools, design in high-level languages, and data flow driven designs. Planning and management of software projects. Software maintenance and configuration management.

GROUP B

ELECTIVE EXAMINATIONS (THREE REQUIRED)

17-Comp-B1 Advanced Computer Architecture

Architecture of high speed workstation and personal processors and systems. Instruction set design for pipelined machines. Caches. Multiple processor architectures, highly parallel machines, systolic arrays, neural networks, multitasking machines, real-time systems, interconnection of multiple processor systems. Architectures for specialized purposes, array processors, vector processors. Virtual machines. Embedded systems and control.

17-Comp-B2 Principles of VLSI

Very large scale integrated circuits. Fabrication processes in CMOS and BICMOS. Simplified design rules. Design methodology. Static and dynamic logic, multiphase clocking. Memory elements and memory structures. Gate arrays and standard cell technology; placement and routing. Programmable logic devices. I/O devices. Testing.

17-Comp-B3 Data Bases and File Systems

Concepts and structures for design and implementation of data bases and file systems. Data models, data normalization, data description languages, query facilities, data integrity and reliability, concurrency. Data bases: hierarchical, network and relational databases; data organization. Relational query languages: relational algebra and calculus, SQL. Relational database design. Transaction processing, query processing, reports. Security and integrity; concurrency control. File organization: sequential, indexed and direct access, multiple key, and hashing. File processing: records, files, compaction. Sorting, merging and updating files. Algorithms for inverted lists, multilist, indexed sequential and hierarchical structures. File I/O: control, utility, space allocation, and cataloguing. Index organization.

17-Comp-B4 Computer Graphics

Hardware and software systems for graphics. Input and output devices, display devices. Techniques for describing and generating image. Object modeling and display techniques. Transformations in two and three dimensions: scaling, translation, rotation, clipping and windowing. Visual realism: perspective, visibility, hidden surface elimination, illumination, shading and rendering. Graphic software and data structures, display data structures and procedures, efficient algorithms. Graphic standards such as GKS, PHIGS, TIGA, and X-windows.

17-Comp-B5 Computer Communications

Data communications, including signals, modulation and reception. Error detecting and correcting codes. Including circuit and packet switching. Multiplexing, including time, frequency and code division multiplexing. Digital networks, including ISDN, frame relay and ATM. Protocols: the ISO/OSI reference model, X.25. Internetworking and router-based networks: the TCP/IP suite of protocols, routing and flow control, Internet addressing and domain names. Local area networks, topologies, access schemes, medium access and logic layers; CSMA/CD and token ring protocols; segmented and hubbed LANs. This syllabus requires knowledge of linear systems as described in 16-Elec-A1.

17-Comp-B6 Computer Control and Robotics

Discrete-time and quantized data control systems. Z-transform and state space methods. Principles of digital control. Digital controllers and components. Controller software. Industrial and robotic systems. Descriptions of 3D space, geometry of robotics manipulators. Transducers and interfacing. This syllabus requires knowledge of linear systems as described in 16-Elec-A1.

17-Comp-B7 Digital Signal Processing

Theory of discrete-time linear systems. Digital filtering. Discrete Fourier analysis. Application to voice and image processing, communications, etc. Hardware for digital signal processing, including digital signal processors. This syllabus requires knowledge of linear systems as described in 16-Elec-A1.

17-Comp-B8 Computer Integrated Manufacturing

The integration of mechanical, electronic and informational components in manufacturing. Hierarchical and distributed computer control, including hardware and software. Collecting, controlling, processing and disseminating data. Sensors and tool control, station control. “Factory floor” local area networks and protocols; manufacturing data bases. Process design and operation. CAD/CAM, manufacturing resource planning, and numerical control.

17-Comp-B9 Artificial Intelligence and Expert Systems

Concepts of artificial intelligence. Overview of knowledge-based and expert systems. Logic programming. Programming languages (LISP and Prolog) for AI and expert system implementation. Knowledge representation. Rule-based and object-based systems.

17-Comp-B10 Distributed Systems

Characteristics of distributed systems. Networked vs. centralized systems. Fundamental concepts and mechanisms. Client-server systems. Process synchronization and interprocess communications. Principles of fault tolerance. Transaction processing techniques. Distributed file systems. Operating systems for distributed architectures. Security.

17-Comp-B11 Advanced Software Design

The design and programming aspects of the construction of large software systems. Advanced object-oriented design. Language support for modular programming, visual programming systems, GUI design and implementation.

17-Comp-B12 Computer Security

Types of threats, terminology, network basics, internet fraud, theft, cyber stalking, DoS attacks, malware, hacking, industrial espionage, encryption and cryptography, security technology: access control, virus scanners, firewalls, IDS, certificates, SSL/TLS, VPN, Wi-fi security; security policies; forensics.

17-Comp-B13 Mechatronic Design

Microprocessors microcontrollers, architectures, programming languages, embedded software and event-driven control, software design, communications and protocols, peripherals: sensors and interface circuits.

COMPLEMENTARY STUDIES

11-CS-1 Engineering Economics

Basic concepts of engineering economics through understanding of the theoretical and conceptual financial project analysis. Types and applications of engineering economic decisions. Capital, cash flow, and the time value of money concepts. Nominal and effective interest rates when considering loans, mortgages, and bonds. The application of present worth analysis, annual equivalent analysis and rate of return analysis in evaluating independent projects, comparing mutually exclusive projects, analyzing lease vs. buy alternatives and making decisions. After-tax financial analysis requiring an understanding of capital cost allowance (depreciation) and corporate income tax. Understanding methods of financing and capital budgeting. Break-even, sensitivity and risk analyses.

11-CS-2 Engineering in Society – Health and Safety

The duties and legal responsibilities for which engineers are accountable; safety laws and regulations; and a basic knowledge of potential hazards and their control: biological hazards – bacteria, viruses; chemical hazards - gases, liquids and dusts; fire and explosion hazards; physical hazards – noise, radiation, temperature extremes; safety hazards – equipment operation; workplace conditions - equity standards, human behaviour, capabilities, and limitations; managing safety and health through risk management, safety analyses, and safety plans and programs; practices and procedures to improve safety. The roles and social responsibilities of an engineer from a professional ethics point of view, as applied in the context of Canadian values. The integration of ethics into engineering practice, and its effect on public safety and trust.

11-CS-3 Sustainability, Engineering and the Environment

Basic knowledge of soil, water and air quality engineering: soil and water interaction, water supply issues, human activities and their interaction on soil, air and water resources. Fundamentals of: soil erosion, water quality, atmospheric pollution (carbon and nitrogen cycle), climate change, risk assessment. Basic knowledge of renewable energy sources: solar, photovoltaic, wireless electricity, thermal, wind, geothermal, and biofuels. **Introduction to** renewable materials engineering; nano materials, new material cycles. Eco-product development, and product life cycle assessment; recycling technologies; reuse of products; design for disassembly, recycling, e-waste, and reverse manufacturing. Consumption patterns; transportation; environmental communication; consumer awareness. Optimized energy and resources management. Sustainable methods: sustainability indicators; life cycle assessment; regulatory aspects of environmental management, ecological planning.

11-CS-4 Engineering Management

Introduction to management principles and their impact upon social and economic aspects of engineering practice. Engineering management knowledge topics including: market research, assessment and forecasting; strategic planning; risk and change management; product, service and process development; engineering projects and process management; financial resource management; marketing, sales and communications management; leadership and organizational management; professional responsibility. New paradigms and innovative business models, including: sustainable production, products, service systems and consumption; best practices and practical examples of successful implementations of sustainable scientific and engineering solutions.

3.2 ENGINEERING REPORT

Upon passing the examination(s) assigned by PEO's Academic Requirements Committee, a candidate may be required to write an Engineering Report. The report must demonstrate the candidate's ability to present an engineering problem, observation, or idea, and to analyze it logically and accurately using engineering principles, and to draw conclusions or make recommendations. The work must include acceptable technical content involving engineering analysis, design, development, or research. The report must also demonstrate a satisfactory level of writing and graphical skills, thus the quality of the presentation will be a factor in determining the acceptability of the report.

The report itself need not prove originality of ideas, but the candidate should demonstrate his/her ability to appreciate, present, differentiate between and draw conclusions from observations and ideas. The definition of a "report" is flexible and could also include discussion and judgement of opposed theories or methods, or a description of a novel technique or process and a discussion of the practicality of its application. The key consideration is that the report address a new issue, and not repeat the coverage of the particular subject available in textbooks. It is the current state of the art, the novel or the contentious that is expected to be explored in the report.

While no rigid rules of format are specified, it is recommended that the report be suitably subdivided and include:

- a) A title page and date
- b) A signed declaration of authorship
- c) A table of contents
- d) A summary of the report and its conclusions
- e) Technical content including analysis, design, development or research
- f) Conclusions and/or recommendations
- g) A list of the technical literature cited
- h) A list of acknowledgements, contributors, reviewers and sources of information

The report should be about 5,000 words long, not including tables and graphs. Diagrams, illustrations, etc. should be clearly and properly identified. It is preferable to locate graphs, diagrams, etc. necessary for the understanding of the text at the place where reference to them is made.

ENGINEERING PHYSICS EXAMINATIONS

INTRODUCTION

Each discipline examination syllabus is divided into two examination categories: compulsory and elective. A full set of Engineering Physics examinations consists of eighteen, three-hour examination papers and an engineering report. Candidates will be assigned examinations based on an assessment of their academic background. Examinations from discipline syllabi other than those specific to the candidates' discipline may be assigned at the discretion of PEO's Academic Requirement Committee.

Information on examination scheduling, textbooks, materials provided or required, and whether the examinations are open or closed book, will be provided by PEO's examinations Centre.

BASIC STUDIES

04-BS-1 Mathematics

Calculus, Vector, and Linear Algebra: Applications involving matrix algebra, determinants, eigenvalues; first and second order linear ordinary differential equations, Laplace transforms. Vector algebra; vector functions and operations; orthogonal curvilinear coordinates; applications of partial derivatives, Lagrange multipliers, multiple integrals, line and surface integrals; integral theorems (Gauss, Green, Stokes). Power series.

04-BS-2 Probability and Statistics

Concepts of probability, events and populations, probability theorems, concept of a random variable, continuous and discrete random variables, probability distributions, distributions of functions of a random variable, sampling and statistical estimation theory, hypothesis testing, simple regression analysis.

04-BS-3 Statics and Dynamics

Force vectors in two- and three-dimensions, equilibrium of a particle in two- and three-dimensions; moments and couples; equilibrium of rigid bodies in two- and three-dimensions; centroids, centres of gravity; second moment of area, moment of inertia; truss, frame and cable static analysis; friction. Planar kinematics of particles and rigid bodies; planar kinetics of particles and rigid bodies; work and energy, impulse, and momentum of particles and rigid bodies.

04-BS-4 Electric Circuits and Power

Basic laws, current, voltage, power; DC circuits, network theorems, network analysis; simple transients, AC circuits. Impedance concept, resonance; use and application of phasors and complex algebra in steady-state response; simple magnetic circuits; basic concepts and performance characteristics of transformers; an introduction to diodes and transistors; rectification and filtering; simple logic circuits.

04-BS-5 Advanced Mathematics

Series Solutions of Differential Equations: Series solutions of ordinary differential equations, boundary value problems and orthogonal functions, Fourier series.

Numerical Methods: Use of computers for numerical solution of engineering problems, including techniques involving library subroutines and spreadsheets. Approximations and errors, interpolation, systems of linear and non-linear algebraic equations, curve fitting, numerical integration and differentiation, and ordinary differential equations.

04-BS-6 Mechanics of Materials

Definitions of normal stress, shearing stress, normal strain, shearing strain; shear force and bending moment diagrams; members subjected to axial loading; members subjected to torsional loading; compound stresses, Mohr's circle; deformation of flexural and torsional members; failure theories; elastic and inelastic strength criteria; columns.

04-BS-7 Mechanics of Fluids

Fluid characteristics, dimensions and units, flow properties, and fluid properties; the fundamentals of fluid statics, engineering applications of fluid statics; the one-dimensional equations of continuity, momentum, and energy; laminar and turbulent flow, flow separation, drag and lift on immersed objects; wall friction and minor losses in closed conduit flow; flow of incompressible and compressible fluids in pipes; dimensional analysis and similitude; flow measurement methods.

04-BS-8 Digital Logic Circuits

Boolean algebra, encoders, decoders, shift registers, and asynchronous and synchronous counters together with timing considerations. Design of asynchronous circuits, synchronous sequential circuits, and finite state machines. Karnaugh mapping techniques, and state tables and diagrams. Introduction to programmable logic.

04-BS-9 Basic Electromagnetics

Introduction to the basic electromagnetic principles upon which electrical engineering is based (laws in both integral and differential form). Classical development of electrostatics and magnetostatics leading to Maxwell's equations. Application of electromagnetic theory to calculation of d-c circuit parameters, study of plane wave transmission in various media.

04-BS-10 Thermodynamics

Thermodynamic states of simple systems; the laws of thermodynamics; equilibrium, PVT and other thermodynamic diagrams; equation of state; compressibility charts and steam tables; calculation of property changes; enthalpy; applications of thermodynamics, cycles, reversibility; thermodynamics of phase changes, Gibbs phase rule, gas-vapour mixtures.

04-BS-11 Properties of Materials

Properties of materials for mechanical, thermal and electrical applications. Atomic bonding, solid solutions, crystallization. Equilibrium phase diagrams, applications to steel and aluminium alloys, heat treatments. Structure and special properties of polymers and ceramic materials. General characteristics of metallic composites, polymeric composites and concrete. Introduction to materials in hostile environments: corrosion, creep at high temperature, refractory materials, subnormal temperature brittle fracture.

04-BS-12 Organic Chemistry

Principles of organic chemistry developed around the concepts of structure and functional groups. The main classes of organic compounds. Properties of pure substances. Introduction to molecular structure, bond types, properties, synthesis and reactions, reaction mechanisms, as a means of systematizing organic reactions.

04-BS-15 Engineering Graphics and Design Process

Engineering drawing: Orthographic sketching. Standard orthographic projection. Principal views, selection and positioning of views. Visualization. Conventions and practices. First and second auxiliary views. Basic descriptive

geometry. Section views, types, hatching conventions. Basic dimensioning requirements. Tolerance for fits and geometry control. Detail drawings and assembly drawings, other drawings and documents used in an engineering organization. Bill of materials. Fasteners and welds. Design process and methods. Project management & teamwork. Requirements and function analysis in design. Conceptual design and testing. Concept evaluation design factors such as: cost, quality, manufacturability, safety, etc. Systems modelling & design detail.

GROUP A

COMPULSORY EXAMINATIONS (SEVEN REQUIRED)

17-Phys-A1 Classical Mechanics

Review of fundamental principles; Lagrangian Mechanics; non-conservative and non-holonomic systems; central force problem; motion of a rigid body; variational principles, and an introduction to Hamilton's equations.

17-Phys-A2 Statistical Physics

Kinetic theory of gases; Quantum states, temperature, entropy, chemical potential, Boltzmann factor, fermions and bosons. Fermi-Dirac distributions and electrons in metals. Bose-Einstein distributions and photons, Black-body radiation, Debye theory of phonons.

17-Phys-A3 Electromagnetics (16-Elec-A7)

Field concepts. Maxwell's equations. Free space and guided wave propagation, transmission lines. Characteristic impedance. Impedance matching and transformation. Fields of moving charges, electromagnetic induction, radiation, and antennae.

17-Phys-A4 Quantum Mechanics

Breakdown of classical mechanics. Schrodinger equation and elementary systems; one dimensional problems. Postulates and interpretation of quantum mechanics. Algebraic solution of the Schrodinger equation for the harmonic oscillator. Angular momentum and spin. Central force problems; the hydrogenic atom. Concepts and applications of tunneling. Perturbation theory.

17-Phys-A5-A Electronic Materials and Devices

Semiconductor physics; band theory, drift and diffusion. Semiconductor devices; diodes, bipolar and MOS devices, sensors and transducers. Other electronics related materials; dielectrics, piezoelectrics, and magnetic materials and their application to modern sensors and transducers.

17-Phys-A5-B Analog and Digital Electronic Circuits

Time and frequency domain analysis of linear and nonlinear circuits. Biasing and small signal analysis of transistor amplifiers. Operational amplifiers. Feedback and stability of amplifiers. Oscillators and active filters. Digital circuits and logic families; D/A and A/D conversion; instrumentation.

17-Phys-A6 Solid State Physics

Lattice structure and bonding. Lattice vibrations and phonons. Electrons in solids, band structure of metals, semiconductors and insulators, the Fermi surface. The effects of reduced size/dimensionality, i.e., nanostructures. Semiconductors and junctions. Paramagnetism and diamagnetism. Introduction to lattice defects.

17-Phys-A7 Optics

Gaussian optics, optical instruments, matrix analysis of lens systems, aberrations, polarization: Double and multiple-beam interference. Fraunhofer and Fresnel diffraction, optical waveguides, fibre optics, contemporary optics design.

GROUP B

ELECTIVE EXAMINATIONS (THREE REQUIRED)

17-Phys-B1 Radiation Physics

Atomic and nuclear structure, isotopes, radioactivity, X-rays, attenuation and absorption in matter, detection of radiation, radiation instrumentation, dosimetry, radiation protection, radiation safety and standards, non-ionizing radiation.

17-Phys-B2 Electro-Optical Engineering (16-Elec-B10)

Optical transmission: waveguide modes, fiber optics, fibre optic propagation characteristics. Optoelectronics: optical resonators, lasers, sources and detectors, couplers, modulators, guided wave devices. Applications.

17-Phys-B3 Digital Systems and Computers (16-Elec-A4)

Combinatorial and sequential switching circuits. Register level design of digital systems. Computer memories. Computer architecture, assembly language programming, interrupts, and interfacing.

17-Phys-B4 Signals and Communications (16-Elec-A3)

Amplitude and frequency modulation systems: signals, spectra, implementation. Sampling of continuous signals and the Nyquist sampling theorem. Fourier series and transforms, spectral concepts. Discrete signals and systems: the sampling theorem, time and frequency response, the Z-transform. PCM and simple baseband pulse code modulation systems. Digital modulation techniques, e.g., ASK, PSK, QAM.

17-Phys-B5 Systems and Control (16-Elec-A2)

Models, transfer functions, and system response. Root locus analysis and design. Feedback and stability: Bode diagrams. Nyquist criterion, frequency domain design. State variable representation. Simple PID control systems.

17-Phys-B6 Applied Thermodynamics and Heat Transfer (16-Mec-A1)

Applied Thermodynamics: Review of fundamental laws and their applications to closed and open systems. Vapour cycles for power and refrigeration; cycle modifications including reheat, regeneration. Gas cycles; spark ignition and compression ignition cycles. Gas turbine cycles, including modifications such as regeneration and intercooling; effects of component efficiency on performance. Heat Transfer: Conduction in one and two-dimensional systems; steady state and transient regimes. Natural – and forced-convection problems. Radiation heat exchange between black, gray, and real surfaces. Thermal design of heat exchangers.

17-Phys-B7 Structure of Materials (10-Met-A4)

Atomic and molecular structure. Metallic, ionic, covalent and Van der Waals's, Crystal structure, space lattices and Miller indices. Crystalline and non-crystalline (amorphous). Solidification (crystallisation) and associated microstructures of cast metals and phenomena of grain boundaries. Observations of material structure (X-ray techniques, metallography, optical and electron microscopy). Defects in solids, dislocation and slip, vacancies and diffusion. Basic mechanisms of deformation processes of materials. Phase diagrams (solid solution systems, eutectic and eutectoid systems, peritectic reaction, intermetallic compounds). Application of lever rule to phase proportions in common single - and binary-phase systems.

COMPLEMENTARY STUDIES

11-CS-1 Engineering Economics

Basic concepts of engineering economics through understanding of the theoretical and conceptual financial project analysis. Types and applications of engineering economic decisions. Capital, cash flow, and the time value of money concepts. Nominal and effective interest rates when considering loans, mortgages, and bonds. The application of present worth analysis, annual equivalent analysis and rate of return analysis in evaluating independent projects, comparing mutually exclusive projects, analyzing lease vs. buy alternatives and making decisions. After-tax financial analysis requiring an understanding of capital cost allowance (depreciation) and corporate income tax. Understanding methods of financing and capital budgeting. Break-even, sensitivity and risk analyses.

11-CS-2 Engineering in Society – Health and Safety

The duties and legal responsibilities for which engineers are accountable; safety laws and regulations; and a basic knowledge of potential hazards and their control: biological hazards – bacteria, viruses; chemical hazards - gases, liquids and dusts; fire and explosion hazards; physical hazards – noise, radiation, temperature extremes; safety hazards – equipment operation; workplace conditions - equity standards, human behaviour, capabilities, and limitations; managing safety and health through risk management, safety analyses, and safety plans and programs; practices and procedures to improve safety. The roles and social responsibilities of an engineer from a professional ethics point of view, as applied in the context of Canadian values. The integration of ethics into engineering practice, and its effect on public safety and trust.

11-CS-3 Sustainability, Engineering and the Environment

Basic knowledge of soil, water and air quality engineering: soil and water interaction, water supply issues, human activities and their interaction on soil, air and water resources. Fundamentals of: soil erosion, water quality, atmospheric pollution (carbon and nitrogen cycle), climate change, risk assessment. Basic knowledge of renewable energy sources: solar, photovoltaic, wireless electricity, thermal, wind, geothermal, and biofuels. **Introduction to** renewable materials engineering; nano materials, new material cycles. Eco-product development, and product life cycle assessment; recycling technologies; reuse of products; design for disassembly, recycling, e-waste, and reverse manufacturing. Consumption patterns; transportation; environmental communication; consumer awareness. Optimized energy and resources management. Sustainable methods: sustainability indicators; life cycle assessment; regulatory aspects of environmental management, ecological planning.

11-CS-4 Engineering Management

Introduction to management principles and their impact upon social and economic aspects of engineering practice. Engineering management knowledge topics including: market research, assessment and forecasting; strategic planning; risk and change management; product, service and process development; engineering projects and process management; financial resource management; marketing, sales and communications management; leadership and organizational management; professional responsibility. New paradigms and innovative business models, including: sustainable production, products, service systems and consumption; best practices and practical examples of successful implementations of sustainable scientific and engineering solutions.

3.2 ENGINEERING REPORT

Upon passing the examination(s) assigned by PEO's Academic Requirements Committee, a candidate may be required to write an Engineering Report. The report must demonstrate the candidate's ability to present an engineering problem, observation, or idea, and to analyze it logically and accurately using engineering principles, and to draw conclusions or make recommendations. The work must include acceptable technical content involving engineering analysis, design, development, or research. The report must also demonstrate a satisfactory level of writing and graphical skills, thus the quality of the presentation will be a factor in determining the acceptability of the report.

The report itself need not prove originality of ideas, but the candidate should demonstrate his/her ability to appreciate, present, differentiate between and draw conclusions from observations and ideas. The definition of a "report" is flexible and could also include discussion and judgement of opposed theories or methods, or a description of a novel technique or process and a discussion of the practicality of its application. The key consideration is that the report address a new issue, and not repeat the coverage of the particular subject available in textbooks. It is the current state of the art, the novel or the contentious that is expected to be explored in the report.

While no rigid rules of format are specified, it is recommended that the report be suitably subdivided and include:

- a) A title page and date
- b) A signed declaration of authorship
- c) A table of contents
- d) A summary of the report and its conclusions
- e) Technical content including analysis, design, development or research
- f) Conclusions and/or recommendations
- g) A list of the technical literature cited
- h) A list of acknowledgements, contributors, reviewers and sources of information

The report should be about 5,000 words long, not including tables and graphs. Diagrams, illustrations, etc. should be clearly and properly identified. It is preferable to locate graphs, diagrams, etc. necessary for the understanding of the text at the place where reference to them is made.

INDUSTRIAL ENGINEERING EXAMINATIONS

INTRODUCTION

Each discipline examination syllabus is divided into two examination categories: compulsory and elective. A full set of Industrial Engineering examinations consists of eighteen, three-hour examination papers and an engineering report. Candidates will be assigned examinations based on an assessment of their academic background. Examinations from discipline syllabi other than those specific to the candidates' discipline may be assigned at the discretion of PEO's Academic Requirement Committee.

Information on examination scheduling, textbooks, materials provided or required, and whether the examinations are open or closed book, will be provided by PEO's Examination Centre.

BASIC STUDIES

04-BS-1 Mathematics

Calculus, Vector, and Linear Algebra: Applications involving matrix algebra, determinants, eigenvalues; first and second order linear ordinary differential equations, Laplace transforms. Vector algebra; vector functions and operations; orthogonal curvilinear coordinates; applications of partial derivatives, Lagrange multipliers, multiple integrals, line and surface integrals; integral theorems (Gauss, Green, Stokes). Power series.

04-BS-2 Probability and Statistics

Concepts of probability, events and populations, probability theorems, concept of a random variable, continuous and discrete random variables, probability distributions, distributions of functions of a random variable, sampling and statistical estimation theory, hypothesis testing, simple regression analysis.

04-BS-3 Statics and Dynamics

Force vectors in two- and three-dimensions, equilibrium of a particle in two- and three-dimensions; moments and couples; equilibrium of rigid bodies in two- and three-dimensions; centroids, centres of gravity; second moment of area, moment of inertia; truss, frame and cable static analysis; friction. Planar kinematics of particles and rigid bodies; planar kinetics of particles and rigid bodies; work and energy, impulse, and momentum of particles and rigid bodies.

04-BS-4 Electric Circuits and Power

Basic laws, current, voltage, power; DC circuits, network theorems, network analysis; simple transients, AC circuits. Impedance concept, resonance; use and application of phasors and complex algebra in steady-state response; simple magnetic circuits; basic concepts and performance characteristics of transformers; an introduction to diodes and transistors; rectification and filtering; simple logic circuits.

04-BS-5 Advanced Mathematics

Series Solutions of Differential Equations: Series solutions of ordinary differential equations, boundary value problems and orthogonal functions, Fourier series.

Numerical Methods: Use of computers for numerical solution of engineering problems, including techniques involving library subroutines and spreadsheets. Approximations and errors, interpolation, systems of linear and non-linear algebraic equations, curve fitting, numerical integration and differentiation, and ordinary differential equations.

04-BS-6 Mechanics of Materials

Definitions of normal stress, shearing stress, normal strain, shearing strain; shear force and bending moment diagrams; members subjected to axial loading; members subjected to torsional loading; compound stresses, Mohr's circle; deformation of flexural and torsional members; failure theories; elastic and inelastic strength criteria; columns.

04-BS-7 Mechanics of Fluids

Fluid characteristics, dimensions and units, flow properties, and fluid properties; the fundamentals of fluid statics, engineering applications of fluid statics; the one-dimensional equations of continuity, momentum, and energy; laminar and turbulent flow, flow separation, drag and lift on immersed objects; wall friction and minor losses in closed conduit flow; flow of incompressible and compressible fluids in pipes; dimensional analysis and similitude; flow measurement methods.

04-BS-10 Thermodynamics

Thermodynamic states of simple systems; the laws of thermodynamics; equilibrium, PVT and other thermodynamic diagrams; equation of state; compressibility charts and steam tables; calculation of property changes; enthalpy; applications of thermodynamics, cycles, reversibility; thermodynamics of phase changes, Gibbs phase rule, gas-vapour mixtures.

04-BS-11 Properties of Materials

Properties of materials for mechanical, thermal and electrical applications. Atomic bonding, solid solutions, crystallisation. Equilibrium phase diagrams, applications to steel and aluminium alloys, heat treatments. Structure and special properties of polymers and ceramic materials. General characteristics of metallic composites, polymeric composites

04-BS-15 Engineering Graphics and Design Process

Engineering drawing: Orthographic sketching. Standard orthographic projection. Principal views, selection and positioning of views. Visualization. Conventions and practices. First and second auxiliary views. Basic descriptive geometry. Section views, types, hatching conventions. Basic dimensioning requirements. Tolerance for fits and geometry control. Detail drawings and assembly drawings, other drawings and documents used in an engineering organization. Bill of materials. Fasteners and welds. Design process and methods. Project management & teamwork. Requirements and function analysis in design. Conceptual design and testing. Concept evaluation design factors such as: cost, quality, manufacturability, safety, etc. Systems modelling & design detail.

GROUP A

COMPULSORY EXAMINATIONS (SIX REQUIRED)

17-Ind-A1 Operations Research

Formulation and solution of prototype models of allocation, production and inventory control, scheduling, queuing, replacement and routing. Decision analysis value. Linear programming problems: simplex method, duality and sensitivity analysis; solution of transportation, transshipment and assignment problems, integer programming problems and their solution by Branch and Bound. Network problems: shortest route, spanning tree, maximal and minimal flow problems, C.P.M. and P.E.R.T. methods. Discrete and continuous dynamic programming. Simulation techniques. Elementary stochastic processes. Heuristics for combinatorial optimization problems.

17-Ind-A2 Analysis and Design of Work

Methods of work analysis, including process analysis, activity charts, person machine charts, operation analysis, micromotion study, fundamental hand motions and film analysis. Principles of motion economy, method study, motion and time study, rating factor, performance factor, allowances and standard data. Pre-determined motion time systems. Work sampling. Wage payment. Motivation and work. Wage incentives. Job enrichment. Software available in the field of analysis and design of work.

17-Ind-A3 Facilities Planning

Strategic planning, site selection, product, process, schedule, activity relationship and space requirements, personnel requirements. Developing solutions, including material handling systems and equipment, layout and computer aided layout. Functions, including receiving and shipping, storage and warehousing, production, offices and services. Evaluating solutions, including deterministic and probabilistic models. Selection, implementation, and periodical review of the layout. Safety and relevant environmental considerations

17-Ind-A4 Production Management

Production systems, including identification of technical, economic, social, human components and characteristics in the system. Forecasting techniques. Inventories, including role, measuring service level, inventory models and their application in distribution and manufacturing. Aggregate planning of production levels and inventories, including master plan, materials requirements planning (MRP), detailed scheduling and sequencing, assembly line balancing. Information and control systems for production operations. Project planning and control.

17-Ind-A5 Quality Planning, Control, and Assurance

Basic concepts: planning, measurement, control, and improvement of quality. Economics of quality. Strategic planning of quality. Total quality management. Quality function organization. Motivation for quality. Statistical tools: tests, regression analysis, design and analysis of planned experiments, Taguchi methods, control charts for variables and attributes, capability analysis, acceptance sampling: single, multiple, sequential, MILSTD105 E, MILSTD 414, elements of reliability. Quality assurance: ISO/QS 9000, suppliers, audits, quality manual, certification.

17-Ind-A6 Systems Simulation

Computer simulation of systems. Design of simulation models of discrete systems. Statistical foundations and methodology. Generation of random variants. Design of simulation experiments. Simulation programming languages.

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Applications: the analysis and design of systems for production and distribution. Model verification and validation. Simulation output analysis. Selection and use of software.

GROUP B ELECTIVE EXAMINATIONS (THREE REQUIRED)

17-Ind-B1 Applied Probability and Statistics

Basic concepts of probability, transformations of random variables and moment generating functions. Joint and conditional distributions for discrete and continuous random variables, correlation and expectation of a function of several random variables. Sums of random variables, convolutions and central limit theorem. Reliability, maintenance and repair, replacement, inventory, and other applications. Statistical methods: hypothesis testing, T and F tests, and nonparametric tests. Estimation of parameters. Analysis of variance in one way classifications with fixed effects. Linear regression with one or two independent variables. Goodness of fit tests.

17-Ind-B2 Manufacturing Processes

Fabricating characteristics of metals and plastics. Molding, forging, welding principles and operations, jigs and fixtures. Cold-forming and stamping, turning and related operations, other machining operations and related jigs and fixtures. Metrology. Numerical control machines and applications. Process quality control.

17-Ind-B3 Computer Aided Design and Computer-Assisted Manufacturing

Fundamental concepts in design and manufacturing automation strategies, high volume discrete parts production systems, numerical control of manufacturing systems, computer aided manufacturing (CAM), support systems for manufacturing, group technology, and flexible manufacturing systems. Effect of the use of computerized design aids and numerically or robotically controlled machines.

17-Ind-B4 Design of Information Systems

Analysis of existing systems and general design. The role of information for the control and management of integrated production systems. Concepts of information, humans as information processors, nature and value of information for decision-making, economics of sampling, structure of management information systems, hardware, software and control environments of information processing systems, transaction processing systems, data-base systems, organizational structure and management information systems, development and evaluation of management information systems, distributed systems, computer networks, data communications. Data acquisition and transmission. Economic evaluation.

17-Ind-B5 Ergonomics

Basic human abilities and characteristics, including vision and hearing. Psychomotor characteristics. Anthropometry: static and dynamic human body dimensions and muscle strength. Environmental factors, including illumination, atmospheric conditions, noise, and vibration. Ergonomic work design, including layout of equipment, manual work aids, design of seating, and person-machine interfaces: instruments, controls, and software. Regulated standards for work, safety and schedules.

17-Ind-B6 Workplace Design

System and human engineering analysis, the human as a system component, visual presentation of information, auditory and other sensory forms of information presentation, speech communication. Human machine dynamics, including data entry devices and procedures, design of the multi human machine dynamics. Layout of work places in order to maximize productivity, comfort, health and safety of employees, locating controls and displays, design for maintainability, training system design, training device design, human engineering tests and evaluation.

17-Ind-B7 Financial and Managerial Accounting

A study of financial and managerial accounting, including basic accounting concepts, measurements of income and balance sheet presentation. Accounting records and systems, including financial statement analysis, chartered accountant

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reports, and funds flow. Cost and management accounting, including standard cost and variance analysis, allocation and control of costs. Accounting in business decisions, including budgeting, cash flow forecasting, and planning.

17-Ind-B8 Computer Integrated Manufacturing (CIM)

Computerization in manufacturing. Manufacturing information systems. Hierarchical control. Just-in-time in the context of CIM. CIM Architecture: Networking OSI, LANS, WANS, MAP. Current technologies: operating systems, case technologies, artificial intelligence, databases. Product Information Management: CAD positioning; Design File Management; Hardware & software; Product Data Models; component, specifications, symbols. Typical Product Information Standards: PDES, IGES, EDIF; Data For Human Consumption. Case Studies.

17-Ind-B9 Logistics: Transportation Aspects

Introduction to transportation engineering, and transport planning and economics. Modeling of transportation and warehousing problems. Characteristics of transportation systems: rail, highway, airway, waterway, and pipeline. The rural and intercity transport system in Canada; cost and tariffs. Network analysis; the transport planning process. Logistics and competitiveness: evaluation of transportation projects and systems, urban transportation analysis and prediction, traffic studies, highway and intercity capacity, characteristics of traffic flow, traffic control principles, and economics.

17-Ind-B10 Workplace Health and Safety

Fundamentals of systems safety. Safety and accident prevention — causes and models. Safety in product and process design. Fault-tree analysis and risk assessment. Occupational diseases, stress, fatigue. Health, safety and the physical environment. Engineering methods of controlling chemical hazards, safety and the physical environment: engineering methods of controlling chemical and physical hazards. Code and regulations for worker safety and health.

COMPLEMENTARY STUDIES

11-CS-1 Engineering Economics

Basic concepts of engineering economics through understanding of the theoretical and conceptual financial project analysis. Types and applications of engineering economic decisions. Capital, cash flow, and the time value of money concepts. Nominal and effective interest rates when considering loans, mortgages, and bonds. The application of present worth analysis, annual equivalent analysis and rate of return analysis in evaluating independent projects, comparing mutually exclusive projects, analyzing lease vs. buy alternatives and making decisions. After-tax financial analysis requiring an understanding of capital cost allowance (depreciation) and corporate income tax. Understanding methods of financing and capital budgeting. Break-even, sensitivity and risk analyses.

11-CS-2 Engineering in Society – Health and Safety

The duties and legal responsibilities for which engineers are accountable; safety laws and regulations; and a basic knowledge of potential hazards and their control: biological hazards – bacteria, viruses; chemical hazards - gases, liquids and dusts; fire and explosion hazards; physical hazards – noise, radiation, temperature extremes; safety hazards – equipment operation; workplace conditions - equity standards, human behaviour, capabilities, and limitations; managing safety and health through risk management, safety analyses, and safety plans and programs; practices and procedures to improve safety. The roles and social responsibilities of an engineer from a professional ethics point of view, as applied in the context of Canadian values. The integration of ethics into engineering practice, and its effect on public safety and trust.

11-CS-3 Sustainability, Engineering and the Environment

Basic knowledge of soil, water and air quality engineering: soil and water interaction, water supply issues, human activities and their interaction on soil, air and water resources. Fundamentals of: soil erosion, water quality, atmospheric pollution (carbon and nitrogen cycle), climate change, risk assessment. Basic knowledge of renewable energy sources: solar, photovoltaic, wireless electricity, thermal, wind, geothermal, and biofuels. **Introduction to** renewable materials engineering; nano materials, new material cycles. Eco-product development, and product life cycle assessment; recycling technologies; reuse of products; design for disassembly, recycling, e-waste, and reverse manufacturing. Consumption patterns; transportation; environmental communication; consumer awareness. Optimized energy and resources management. Sustainable methods: sustainability indicators; life cycle assessment; regulatory aspects of environmental management, ecological planning.

11-CS-4 Engineering Management

Introduction to management principles and their impact upon social and economic aspects of engineering practice. Engineering management knowledge topics including: market research, assessment and forecasting; strategic planning; risk and change management; product, service and process development; engineering projects and process management; financial resource management; marketing, sales and communications management; leadership and organizational management; professional responsibility. New paradigms and innovative business models, including: sustainable production, products, service systems and consumption; best practices and practical examples of successful implementations of sustainable scientific and engineering solutions.

3.2 ENGINEERING REPORT

Upon passing the examination(s) assigned by PEO's Academic Requirements Committee, a candidate may be required to write an Engineering Report. The report must demonstrate the candidate's ability to present an engineering problem, observation, or idea, and to analyze it logically and accurately using engineering principles, and to draw conclusions or make recommendations. The work must include acceptable technical content involving engineering analysis, design, development, or research. The report must also demonstrate a satisfactory level of writing and graphical skills, thus the quality of the presentation will be a factor in determining the acceptability of the report.

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While no rigid rules of format are specified, it is recommended that the report be suitably subdivided and include:

- a) A title page and date
- b) A signed declaration of authorship
- c) A table of contents
- d) A summary of the report and its conclusions
- e) Technical content including analysis, design, development or research
- f) Conclusions and/or recommendations
- g) A list of the technical literature cited
- h) A list of acknowledgements, contributors, reviewers and sources of information

The report should be about 5,000 words long, not including tables and graphs. Diagrams, illustrations, etc. should be clearly and properly identified. It is preferable to locate graphs, diagrams, etc. necessary for the understanding of the text at the place where reference to them is made.

PEO PETROLEUM ENGINEERING EXAMINATION

INTRODUCTION

Each discipline examination syllabus is divided into two examination categories: compulsory and elective. A full set of Petroleum Engineering examinations consists of eighteen, three-hour examination papers and an engineering report. Candidates will be assigned examinations based on an assessment of their academic background. Examinations from discipline syllabi other than those specific to the candidates' discipline may be assigned at the discretion of PEO's Academic Requirement Committee.

Information on examination scheduling, textbooks, materials provided or required, and whether the examinations are open or closed book, will be provided by PEO's examinations Centre.

BASIC STUDIES

04-BS-1 Mathematics

Calculus, Vector, and Linear Algebra: Applications involving matrix algebra, determinants, eigenvalues; first and second order linear ordinary differential equations, Laplace transforms. Vector algebra; vector functions and operations; orthogonal curvilinear coordinates; applications of partial derivatives, Lagrange multipliers, multiple integrals, line and surface integrals; integral theorems (Gauss, Green, Stokes). Power series.

04-BS-2 Probability and Statistics

Concepts of probability, events and populations, probability theorems, concept of a random variable, continuous and discrete random variables, probability distributions, distributions of functions of a random variable, sampling and statistical estimation theory, hypothesis testing, simple regression analysis.

04-BS-3 Statics and Dynamics

Force vectors in two- and three-dimensions, equilibrium of a particle in two- and three-dimensions; moments and couples; equilibrium of rigid bodies in two- and three-dimensions; centroids, centres of gravity; second moment of area, moment of inertia; truss, frame and cable static analysis; friction. Planar kinematics of particles and rigid bodies; planar kinetics of particles and rigid bodies; work and energy, impulse, and momentum of particles and rigid bodies.

04-BS-4 Electric Circuits and Power

Basic laws, current, voltage, power; DC circuits, network theorems, network analysis; simple transients, AC circuits. Impedance concept, resonance; use and application of phasors and complex algebra in steady-state response; simple magnetic circuits; basic concepts and performance characteristics of transformers; an introduction to diodes and transistors; rectification and filtering; simple logic circuits.

04-BS-5 Advanced Mathematics

Series Solutions of Differential Equations: Series solutions of ordinary differential equations, boundary value problems and orthogonal functions, Fourier series.

Numerical Methods: Use of computers for numerical solution of engineering problems, including techniques involving library subroutines and spreadsheets. Approximations and errors, interpolation, systems of linear and non-linear algebraic equations, curve fitting, numerical integration and differentiation, and ordinary differential equations.

04-BS-6 Mechanics of Materials

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Definitions of normal stress, shearing stress, normal strain, shearing strain; shear force and bending moment diagrams; members subjected to axial loading; members subjected to torsional loading; compound stresses, Mohr's circle; deformation of flexural and torsional members; failure theories; elastic and inelastic strength criteria; columns.

04-BS-7 Mechanics of Fluids

Fluid characteristics, dimensions and units, flow properties, and fluid properties; the fundamentals of fluid statics, engineering applications of fluid statics; the one-dimensional equations of continuity, momentum, and energy; laminar and turbulent flow, flow separation, drag and lift on immersed objects; wall friction and minor losses in closed conduit flow; flow of incompressible and compressible fluids in pipes; dimensional analysis and similitude; flow measurement methods.

04-BS-8 Digital Logic Circuits

Boolean algebra, encoders, decoders, shift registers, and asynchronous and synchronous counters together with timing considerations. Design of asynchronous circuits, synchronous sequential circuits, and finite state machines. Karnaugh mapping techniques, and state tables and diagrams. Introduction to programmable logic.

04-BS-9 Basic Electromagnetics

Introduction to the basic electromagnetic principles upon which electrical engineering is based (laws in both integral and differential form). Classical development of electrostatics and magnetostatics leading to Maxwell's equations. Application of electromagnetic theory to calculation of d-c circuit parameters, study of plane wave transmission in various media.

04-BS-10 Thermodynamics

Thermodynamic states of simple systems; the laws of thermodynamics; equilibrium, PVT and other thermodynamic diagrams; equation of state; compressibility charts and steam tables; calculation of property changes; enthalpy; applications of thermodynamics, cycles, reversibility; thermodynamics of phase changes, Gibbs phase rule, gas-vapour mixtures.

04-BS-11 Properties of Materials

Properties of materials for mechanical, thermal and electrical applications. Atomic bonding, solid solutions, crystallization. Equilibrium phase diagrams, applications to steel and aluminium alloys, heat treatments. Structure and special properties of polymers and ceramic materials. General characteristics of metallic composites, polymeric composites and concrete. Introduction to materials in hostile environments: corrosion, creep at high temperature, refractory materials, subnormal temperature brittle fracture.

04-BS-15 Engineering Graphics and Design Process

Engineering drawing: Orthographic sketching. Standard orthographic projection. Principal views, selection and positioning of views. Visualization. Conventions and practices. First and second auxiliary views. Basic descriptive geometry. Section views, types, hatching conventions. Basic dimensioning requirements. Tolerance for fits and geometry control. Detail drawings and assembly drawings, other drawings and documents used in an engineering organization. Bill of materials. Fasteners and welds.

Design process and methods. Project management & teamwork. Requirements and function analysis in design. Conceptual design and testing. Concept evaluation design factors such as: cost, quality, manufacturability, safety, etc. Systems modelling & design detail.

04-BS-16 Discrete Mathematics

Logic: propositional equivalences, predicates and quantifiers, sets, set operations, functions, sequences and summations, the growth of functions. Algorithms: complexity of algorithms, the integers and division, matrices. Methods of proof: mathematical induction, recursive definition. Basics of counting: pigeonhole principle, permutations and combinations,

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discrete probability. Recurrence relations: inclusion-exclusion. Relations and their properties: representing relations, equivalence relations. Introduction to graphs: graph terminology, representing graphs and graph isomorphism, connectivity, Euler and Hamilton paths. Introduction to sorting.

GROUP A

COMPULSORY EXAMINATIONS (SEVEN REQUIRED)

17-Pet-A1 Principles of Stratigraphy and Sedimentation

Sedimentary processes, environments and facies; properties and classification of sedimentary rocks; stratigraphic code, nomenclature and the stratigraphic column; stratigraphic relationship and interpretations.

17-Pet-A2 Petroleum Reservoir Fluids

Phase behaviour of hydrocarbon fluid ideal and non-ideal gases, and liquids; qualitative and quantitative phase behaviour-PVT data and equations of state; properties of gases, oil, and water; reservoir fluid studies; application of fluid properties for compositional analyses; phase separation and reservoir behaviour; gas-liquid equilibria.

17-Pet-A3 Fundamental Reservoir Engineering (Physical Properties and Flow of Fluid through Porous Media)

Porosity and pore structure, fluid saturations, absolute permeability, interfacial tension, wettability, capillary pressure. Multiphase flow and relative permeability. Steady and unsteady Darcy flow of single fluid. Immiscible and miscible flows. An introduction to oil and gas material balance equations, drive indices. An introduction to performance prediction techniques and decline curve analysis.

17-Pet-A4 Oil and Gas Well Drilling and Completion

Drilling rig types, components and selection. Rotary drilling, drilling fluids, drilling hydraulics, penetration rates, drilling operations, core and core analyses, drillstem testing, casing design and seat selections; formation damage; cementing procedures, and well completion. Special topics including: directional drilling; blowout control; logging and coring; hole stability; planning and cost control; underbalanced drilling; coiled tubing drilling; offshore drilling operations, and environmental aspects.

17-Pet-A5 Petroleum Production Operations

Principles of oil and gas production mechanic. . Reservoir Inflow performance . Wellbore hydraulics and multiphase flow. Decline curve analysis. Nodal analysis for production optimization. Acidizing and hydraulic fracturing. Artificial lift; Sucker-rod pumping; electrical submersible pumps; progressing cavity pumps; and gas lift. Oil and gas separation, wellbore damage, fluid movements patterns. Workover operations and stimulation methods, oil well cementing and through tubing logging. Surface facilities: storage, separators, emulsions, flow measurement.

17-Pet-A6 Reservoir Mechanics

Advanced reservoir engineering principles including estimation of reserves; material and volumetric balance; combined driving mechanisms including unsteady state water influx; mechanics in hydraulically fractured wells. Performance prediction techniques. Linear material balance and statistical analysis of unknowns from production history.

17-Pet-A7 Secondary and Enhanced Oil Recovery

Appendix – D
PEO Petroleum Engineering – 2017

The fluid displacement process. Trapping and mobilization of residual oil; displacement theory; linear waterflood calculations; viscous fingering; flood patterns and sweep efficiency. Buckley/Leverett theory. Analytical waterflood prediction models; black-oil reservoir simulation models; design engineering aspects of waterflooding. Miscible displacement methods and thermal recovery techniques.

GROUP B

ELECTIVE EXAMINATIONS (TWO REQUIRED)

17-Pet-B1 Well Logging and Formation Evaluation

Theory and engineering and applications of measurements of physical properties of the formation near the wellbore; types of well logging devices; conventional logging interpretation and its applications in oil, and gas reservoirs.

17-Pet-B2 Natural Gas Engineering

Estimation of reserves; flow measurements; flow through conduits; steady, transient, Darcy and non-Darcy flow through porous media; well testing, buildup and drawdown tests; deliverability; well interference. Decline curve analysis; and development of shale gas.

17-Pet-B3 Oil and Gas Evaluation and Economics

Oil and gas reserves, conservation, proration, value of money, evaluation nomenclature, payout time, profit ratio, rate of return, capital cost allowance, taxation, oil and gas unitization theory.

17-Pet-B4 Petroleum Geology

Physical and chemical characteristics of formation waters, natural gas, and crude oil. Origin and modes of occurrence of each of these in the earth. Geography of petroleum and natural gas in Canada, North America, and the world.

17-Pet-B5 Well Testing

Basics of Well Test Interpretation: diffusivity equation, skin, wellbore storage, radius of investigation; different flow regimes: transient, pseudo-steady state, steady state; interpretation of drawdown and buildup data for estimating formation permeability, skin, reservoir pore volume, average reservoir pressure; superposition; effect of fault and double porosity systems; derivative analysis; gas well testing.

COMPLEMENTARY STUDIES

11-CS-1 Engineering Economics

Basic concepts of engineering economics through understanding of the theoretical and conceptual financial project analysis. Types and applications of engineering economic decisions. Capital, cash flow, and the time value of money concepts. Nominal and effective interest rates when considering loans, mortgages, and bonds. The application of present worth analysis, annual equivalent analysis and rate of return analysis in evaluating independent projects, comparing mutually exclusive projects, analyzing lease vs. buy alternatives and making decisions. After-tax financial analysis requiring an understanding of capital cost allowance (depreciation) and corporate income tax. Understanding methods of financing and capital budgeting. Break-even, sensitivity and risk analyses.

11-CS-2 Engineering in Society – Health and Safety

The duties and legal responsibilities for which engineers are accountable; safety laws and regulations; and a basic knowledge of potential hazards and their control: biological hazards – bacteria, viruses; chemical hazards - gases, liquids and dusts; fire and explosion hazards; physical hazards – noise, radiation, temperature extremes; safety hazards – equipment operation; workplace conditions - equity standards, human behaviour, capabilities, and limitations; managing safety and health through risk management, safety analyses, and safety plans and programs; practices and procedures to improve safety. The roles and social responsibilities of an engineer from a professional ethics point of view, as applied in the context of Canadian values. The integration of ethics into engineering practice, and its effect on public safety and trust.

11-CS-3 Sustainability, Engineering and the Environment

Basic knowledge of soil, water and air quality engineering: soil and water interaction, water supply issues, human activities and their interaction on soil, air and water resources. Fundamentals of: soil erosion, water quality, atmospheric pollution (carbon and nitrogen cycle), climate change, risk assessment. Basic knowledge of renewable energy sources: solar, photovoltaic, wireless electricity, thermal, wind, geothermal, and biofuels. **Introduction to** renewable materials engineering; nano materials, new material cycles. Eco-product development, and product life cycle assessment; recycling technologies; reuse of products; design for disassembly, recycling, e-waste, and reverse manufacturing. Consumption patterns; transportation; environmental communication; consumer awareness. Optimized energy and resources management. Sustainable methods: sustainability indicators; life cycle assessment; regulatory aspects of environmental management, ecological planning.

11-CS-4 Engineering Management

Introduction to management principles and their impact upon social and economic aspects of engineering practice. Engineering management knowledge topics including: market research, assessment and forecasting; strategic planning; risk and change management; product, service and process development; engineering projects and process management; financial resource management; marketing, sales and communications management; leadership and organizational management; professional responsibility. New paradigms and innovative business models, including: sustainable production, products, service systems and consumption; best practices and practical examples of successful implementations of sustainable scientific and engineering solutions.

3.2 ENGINEERING REPORT

Upon passing the examination(s) assigned by PEO's Academic Requirements Committee, a candidate may be required to write an Engineering Report. The report must demonstrate the candidate's ability to present an engineering problem, observation, or idea, and to analyze it logically and accurately using engineering principles, and to draw conclusions or make recommendations. The work must include acceptable technical content involving engineering analysis, design, development, or research. The report must also demonstrate a satisfactory level of writing and graphical skills, thus the quality of the presentation will be a factor in determining the acceptability of the report.

The report itself need not prove originality of ideas, but the candidate should demonstrate his/her ability to appreciate, present, differentiate between and draw conclusions from observations and ideas. The definition of a "report" is flexible and could also include discussion and judgement of opposed theories or methods, or a description of a novel technique or process and a discussion of the practicality of its application. The key consideration is that the report address a new issue, and not repeat the coverage of the particular subject available in textbooks. It is the current state of the art, the novel or the contentious that is expected to be explored in the report.

While no rigid rules of format are specified, it is recommended that the report be suitably subdivided and include:

- a) A title page and date
- b) A signed declaration of authorship
- c) A table of contents
- d) A summary of the report and its conclusions
- e) Technical content including analysis, design, development or research
- f) Conclusions and/or recommendations
- g) A list of the technical literature cited
- h) A list of acknowledgements, contributors, reviewers and sources of information

The report should be about 5,000 words long, not including tables and graphs. Diagrams, illustrations, etc. should be clearly and properly identified. It is preferable to locate graphs, diagrams, etc. necessary for the understanding of the text at the place where reference to them is made.

CHANGES TO THE 2018 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve changes to Sections 2 (Other Committees Reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the *2018 PEO Committees and Task Forces Membership Roster*.

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

That Council approve changes to the *2018 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-516-2.16, Appendix A.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

It is the role of Council to approve annual rosters of committee members under the Committees and Task Forces Policy (Role of Council, Item 4) and authorize the membership of those volunteers who formally participate on its behalf through membership on committees and task forces. Furthermore, Council is asked to approve volunteer members of committees and task forces in accordance with PEO's insurance policy requirements.

Council approved the *2018 PEO Committees and Task Forces Membership Roster* at the November 17, 2017 meeting. *Appendix A* sets out changes to the Sections 2 (Other Committees reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the approved Roster that require Council approval at this time.

2. Proposed Action / Recommendation

Approve the changes to Sections 2 (Other Committees Reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the *2018 PEO Committees and Task Forces Membership Roster*.

3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. The updated *2018 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

4. Policy or Program contribution to the Strategic Plan

The motion regarding Changes to the *2018 PEO Committees and Task Forces Membership Roster* is related to Objective 9 in the 2018-2020 Strategic Plan.

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

Not applicable

6. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members.
Actual Motion Review	The HRC will review the changes to the <i>2018 PEO Committees and Task Forces Membership Roster</i> at its meeting on [date].

7. Appendices

- Appendix A – Changes to Sections 2 (Other Committees Reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the *2018 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2018 PEO Committees and
Task Forces Membership Roster**

C-516-2.16
Appendix A

516th Council Meeting

New appointments:

First/Last Name	Service Dates	Committee / Task Force
Lew Lederman, QC	February 2, 2018 – Council term end	Registration Committee (REC) – LGA Councillor
Lola Hidalgo, P.Eng.	February 2, 2018 – December 31, 2019	Licensing Committee (LIC) member (2-year term)

Changes to the Roster – election of Chairs/Vice Chairs and other:

First/Last Name	Term [per Terms of Reference]	Committee / Task Force
Sean McCann, P.Eng.	1-year term	Advisory Committee on Volunteers (ACV) - Chair
Lisa Lavery, P.Eng.	1-year term	Advisory Committee on Volunteers (ACV) – Vice Chair
Chris Roney, P.Eng.	1-year term	Complaints Committee (COC) – Chair
Peter Frise, P.Eng.	1-year term	Complaints Committee (COC) – Vice Chair
David Kiguel, P.Eng.	1-year term	Experience Requirements Committee (ERC) – Chair
Changiz Sadr, P.Eng.	1-year term	Experience Requirements Committee (ERC) – Vice Chair
Warren Turnbull, P.Eng.	1-year term	Government Liaison Committee (GLC) – Chair
Barna Szabados, P.Eng.	1-year term	Licensing Committee (LIC) – Chair
Santosh Gupta, P.Eng.	1-year term	Licensing Committee (LIC) – Vice Chair
Fanny Wong, P.Eng.	1-year term	Professional Standards Committee (PSC) –Chair
Neil Kennedy, P.Eng.	1-year term	Professional Standards Committee (PSC) –Vice Chair

External Appointments:

First/Last Name	Visit dates	Appointment
Alfred Inacio, P.Eng.	January 14-16, 2018	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Ontario Institute of Technology

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Annette Bergeron, P.Eng.	2016 – Dec 2017	Council Composition Task Force (CCTF) member
Bob Dony, P.Eng.	2012 – Jan 2018	Discipline Committee (DIC) member appointed per 27. (1) 1. (At least one elected member of the Council)
Evelyn J. Spence, LL.B.	2015 – Jan 2018	Complaints Review Councillor (CRC)*

**PEO is currently in the process of finding a replacement for this position. A note seeking expression of interest was sent out to all eligible individuals.*

Status Update for Guideline for Performance Audits and Reserve Fund Studies for Condominiums

Purpose:

To inform Council of upcoming changes to the Condominium Act. These changes will affect this guideline. Consequently, the subcommittee will wait for proposed draft regulations to be available before completing the said guideline.

No motion required

Prepared by: José Vera, P. Eng. – *Manager, Standards and Practice* on behalf of:

Dale Kerr, P. Eng. – *Chair of the Performance Audits and Reserve Fund Studies Subcommittee*, and

Fanny Wong, P. Eng. – *Chair of the Professional Standards Committee (PSC)*

1. Status Update

Both Performance Audit and Reserve Fund Studies requirements will be changed in the new Condominium Act. These changes will affect the proposed PEO guideline. Therefore, the subcommittee will wait for proposed draft regulations to be available before completing this guideline.

2. Background

Refer to the following material:

- Appendix A – Executive Summary – Proposed Amendments to Condominium Act

Executive Summary of Some of the Key Proposed Amendments to the *Condominium Act, 1998*

The following is an executive summary of some of the key proposed amendments that the *Protecting Condominium Owners Act, 2015* introduces to the *Condominium Act, 1998* (the “**Act**”). The summary is meant to highlight some of these proposed amendments as an overview.

By-laws

The proposed amendments to the *Act* will afford condominium corporations with the opportunity to update and/or introduce new by-laws once the provisions are proclaimed. Some of the areas that may be addressed by way of by-law are as follows:

Corporate Records:

- Owners’ record (obligation for unit owner to provide information and address for service, retention and release requirements).
- Prescribed records (introduction of “core” and “non-core” records, retention and release requirements).
- Right to examine condominium corporation’s records (request and response protocol).

Director requirements:

- New director qualification requirements.
- New disqualification provisions.
- New disclosure requirements.
- Mandatory director training requirement.
- Offence provision (failing to take reasonable care to prevent the condominium corporation from committing an offence).

Meetings:

- Preliminary notice requirement and procedure (to be sent prior to notice of meeting).
- Materials to be included in meeting package.
- Voting methods (including voting by telephonic or electronic means).

- Quorum requirements (protocol for when quorum is not achieved and ability to set higher quorum threshold by by-law).
- Protocol for unit owner called meeting to fill a director vacancy.
- Requisitioned meetings (new protocol and procedure including prescribed timeframes, required responses and opportunity to revise a requisition that is rejected by a board).
- Proxies (may be provided for one or more meeting of owners).
- Specifying what portion of a ballot or proxy form does not constitute a prescribed record.

Information Certificates

- To govern the information to be included in and specify additional issuance time periods for: (i) Periodic Information Certificate; (ii) Information Certificate Update; and, (iii) New Owner Information Certificate.

Non-leased voting units

- Replaces owner-occupied units.

Penalties/fines

- Prohibition on a condominium corporation issuing penalties or fines.

Deemed by-law provision

- Overriding any provision in a declaration or by-law that requires voters to provide their names/units when voting.

Condominium Authority Tribunal

- New dispute resolution process.

Mediation and Arbitration

- Introduces required updates including the Condominium Approval Authority exception.

Shared facilities joint by-laws

- Governing the use, maintenance, repair, insurance, operation or administration.

Threshold for Passing By-laws

- The threshold for passing by-laws in limited circumstances (i.e. for specified purposes only) will be lowered from “majority of units” to “majority of owners present or represented by proxy”.

Corporate Procedures

New Meeting Materials Required

Proposed amendments to the meeting materials are:

- If the meeting is an AGM – most recent Periodic Information Certificate and most recent Information Certificate Update must be sent to unit owners.
- If the meeting is for election of directors – statements and information candidates provide must be sent to unit owners.

New Notices

- Preliminary Notices – new notice to go out at least 20 days before notice of meeting.
- Notice of Candidates – proposed amendments include naming candidates who have notified the board by the date specified in preliminary notice.
- Notice of Meeting of Owners – proposed amendments include further prescribed material to be included in the Notice of Meeting of Owners.

New Procedure for Calling a Meeting

- Must now send preliminary notice (at least 20 days before sending notice of meeting).
- If meeting is for election of directors - preliminary notice must include a request that individuals who want to be candidates notify the board and that they include any material in the notice.

New Quorum Requirements

- Quorum for Board Meetings – Quorum for the transaction of business is more strict. Quorum requirement is retained based on the number of director positions, regardless of vacancies on the board.
- Owners – By-law registered in accordance with s. 56(9) may provide that the quorum for the transaction of business at a meeting of owners is unit owners who own 25% of the units, not 33 1/3% as previously prescribed.
- Owners' Meetings, Turn-over Meetings or such other meetings that are prescribed – Minimum quorum rules are relaxed for the transaction of business, 25% on the 1st and 2nd attempts, and 15% on the 3rd attempt to hold the meeting.

New Requirements for Record of Owners and Mortgagees

- 30 days after becoming a unit owner – unit owner must give notice in writing setting out name and identifying unit owner's unit.
- The corporation shall maintain a record of unit owner's name and identification of unit, unit owner's address for service, the mortgagee's name, identification of unit and

address for service and, if the unit owner or mortgagee agrees to electronic communication, then a statement of that method.

Condominium Authority Tribunal (CAT)

- The mandate of the Condominium Authority Tribunal (CAT) will be to resolve most disputes between condominium corporations and unit owners up to \$25,000.00.
- CAT's jurisdiction will exclude disputes involving termination of condominiums, title or ownership of land, and condominium liens. As of the date of this executive summary, the full details of CAT's jurisdiction have not been determined.
- CAT will have broad powers to make remedial orders, including directing compliance, payment of up to \$25,000.00 in damages, and ordering payment of legal costs and costs of CAT.
- The right to appeal a CAT order will be significantly limited.
- After CAT is established, any dispute that may be resolved by CAT will fall within its exclusive jurisdiction. This means that mediation, arbitration, and court applications will no longer be available for any disputes that fall within CAT's eventual jurisdiction.

Disputing Charge Backs

- When the proposed amendments to the *Act* come into force, in the interim period until CAT is established, a unit owner will have a new right to dispute a "charge back" in the Superior Court of Justice.
- After CAT is established, the unit owner may only dispute the charge back in court if the amount in dispute is greater than \$25,000.00. Amounts less than \$25,000.00 would be resolved exclusively by CAT.
- A charge back that is being disputed in court (or in CAT) will not have to be paid by the unit owner until the final determination of the proceeding.

Termination of Agreements

- Under the current rules, unit owner-elected boards of directors have a limited right to terminate certain agreements entered into by the declarant-appointed board of directors. Under the new rules, these agreements may be terminated without incurring a penalty or cancellation fee.

Information Certificates, Information Certificate Updates, New Owner Information Certificates, Status Certificates

Periodic Information Certificate (PIC):

- The proposed amendments to the *Act* provide that a PIC be sent out at least once every three months or at other times specified by Ontario Regulation 48/01.

- The PIC summarizes important legal, financial and insurance details about the condominium corporation.
- A PIC contains much of the same information that can be found in the status certificate of a condominium corporation.

Information Certificate Update (ICU):

- To be delivered if there is a change to certain corporate information, cancellation of insurance policies, loss of quorum on the board, or a change in information that a by-law requires be included in the update. The timeline to deliver an ICU will depend on the type of information change.

New Owner Information Certificate (NOIC):

- To be sent out to a unit owner within 15 days of being notified that said individual has become a unit owner in the condominium corporation.

Exceptions to PIC, ICU and NOIC Requirements (in a fiscal year):

In the following circumstance, a PIC, ICU or NOIC is not required:

- a turn-over meeting has been held;
- the condominium corporation consists of fewer than 25 units; and,
- the owners of at least 80 per cent of the units in the condominium corporation consent in writing to dispense with the requirements until the next fiscal year.

In addition, if the condominium corporation is a phased condominium, a PIC, ICU and/or NOIC is not required if a new board has been elected.

Status Certificates:

- Condominium corporations must now set out the financial implications of outstanding judgments and legal actions to which the corporation is a party.
- Condominium corporations must now provide a copy of all amendments to the budget for the current fiscal year.
- Condominium corporations must now provide a list of all shared facilities agreements.
- Condominium corporations must now provide a statement with regard to modifications that are substantial together with a statement of the purpose of them.

Shared Facilities

- Shared Facilities Agreements will have to be written and registered.
- Both positive and negative covenants will run with the land and will bind both the real property that has the burden as well as benefit of shared facilities.

- Such agreements may be enforced by a party to the agreement, a unit owner, a subsequent unit owner or corporation and any of its successors and assigns.
- The parties to a shared facilities agreement may make, amend or repeal joint by-laws or rules governing such agreements.

Records

- A definition of “core record” has been added.
- Additional records the condominium corporation is obligated to keep include:
 - returns and notices filed with the registrar;
 - proxy or ballots submitted at meeting of owners;
 - all records prescribed in regulations; and,
 - any additional records specified in by-laws
- Financial records must be retained by the condominium corporation for at least 6 years from the end of last fiscal period to which they relate as per the regulations (7 years as per the regulations), additional records specified in the by-laws should be retained for a period of time specified in such by-law and all other records have to be retained for a period of time prescribed in the regulations.
- Records may be retained by the condominium corporation in electronic or paper form in accordance with regulations.
- The regulations specify processes a person entitled to examine or obtain copies of records must follow, processes condominium corporations must follow in responding to such requests for records, fees the condominium corporation may charge for such examination or copying of records as well as forms for request for records or responses to those records.
- The condominium corporation is obligated to provide records to the condominium manager/or management provider which are reasonably required by them and the time and manner is prescribed in the regulations.
- Subject to some exceptions, a unit owner, mortgagee, purchaser or their duly authorized agent in writing can examine/obtain copies of records related to their unit and records with respect to requisition for meeting of owners.
- If the condominium corporation refuses, without reasonable excuse, such examination or copying of records, it can be held liable to pay a penalty not exceeding \$5,000 upon receiving written request for payment from that person.
- A unit owner, purchaser or mortgagee (not their agent) can recover the penalty from the condominium corporation by commencing an action in the Small Claims Court.

Non-Leased Voting Units

The owner-occupied reserved position on a board of directors will be retained with the following proposed amendments:

- an “owner-occupied unit” will be renamed as a “non-leased voting unit”;
- a unit will be a non-leased voting unit if the unit is used for residential purposes and the unit is not leased within the 60-day period before:
 - a board gives a preliminary notice of a meeting of owners; and/or,
 - a condominium corporation receives a requisition for a meeting;
- the reserved position will no longer be mandatory, and will only need to be reserved at a turnover meeting under certain conditions;
- residential condominiums where a majority of the units are “non-leased voting units” will no longer have a reserved position on the board of directors. This means that most condominiums will not have a reserved position on the board and there will be no need for two separate director elections.

Voting and Proxies

Recorded Votes

- In addition to votes cast by a show of hands, or by proxy, votes can be cast at a meeting of owners by a recorded vote that is marked on a ballot, marked on the instrument of proxy, or, if the by-laws permit, indicated by telephonic or electronic means, including by telephone, fax, e-mail, automated touch-tone telephone, computer or computer network.
- A person who casts a recorded vote is not required to identify that person’s name or unit.

Proxies

- An instrument appointing a proxy will be in a prescribed form and can be made for one or more particular meetings.

Insurance

The proposed amendments to the insurance provisions relate to defining a standard unit, and allocating the responsibility for damage that is covered by a condominium corporation’s insurance policy. More specifically:

- *Defining the standard unit:* A standard unit will be determined either by a by-law, or a definition to be prescribed, if a condominium corporation does not pass a by-law.
- *Owner’s Responsibility for Damage* A unit owner will be held responsible for the lesser of the cost of repairing damage caused to a unit, the common elements or a condominium corporation’s assets, or the deductible limit of the condominium corporation’s policy provided that the damage is not caused by an act or omission of the

condominium corporation, or its directors, officers, employees or agents, and provided that:

- the damage is covered by the condominium corporation's insurance policy; and,
- the damage is caused by an act or omission of either the unit owner, a lessee, a person residing in the unit owner's unit with the owner's knowledge or permission, or any other prescribed person or thing.

The proposed provisions eliminate the need for a by-law. However, a condominium corporation that may want to reallocate responsibility for damage will only be able to do so by way of a declaration amendment.

Performance Audits

- The scope of the performance audit has been expanded to include, in addition to the common elements, any real property owned by the condominium corporation (utility units, superintendent unit, etc.).
- The performance audit is no longer required to be conducted within the six and ten month time period but rather, now it must be conducted and filed before the first anniversary of the date of the registration of the condominium corporation (or such other time periods that may be imposed by regulation – none yet).

Reserve Fund and Reserve Fund Studies

- The purpose for a reserve fund has been expanded to:
 - allow the fund to cover the costs of major repair and replacement of units as well as the common elements;
 - allow the fund to cover costs incurred by the corporation to comply with other legislation (such as Human Rights Code, AODA), but only if the regulations will so provide; and,
 - if the amount in the reserve fund falls below a prescribed amount (no regulation yet on this), the condominium corporation will be required to obtain the advice of its reserve fund study provider about the reserve fund (note: no specification on what advice is to be required) and whether the provider recommends conducting a reserve fund study update before the regularly scheduled update.
- The condominium corporation may obtain an additional reserve fund study (in addition to the regularly scheduled reserve fund study updates) at any time, if deemed necessary by the board.
- There will be a new definition for the "component inventory" in the regulations (but the new definition has not been provided yet).

BOARD COMMITTEE APPOINTMENT PROCESS REVIEW

Purpose: To update Council on the process review undertaken by the Human Resources Committee regarding the appointment of Councillors to Board Committees.

No motion required

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

1. Status Update

At the September 2016 meeting, Council approved a process for the appointment of Councillors to Board Committees. The process tasked the Human Resources Committee (HRC) with reviewing the Board Committee participation preferences submitted by Councillors and making a recommendation to Council. At the Council AGM meeting in April 2017, HRC presented its recommendations for Board Committee appointments. Prior to considering the HRC recommendations, Council amended the appointment process and incorporated the revised process into the Special Rules of Order (Appendix A). Council then received the HRC recommendations (Appendices B and C), modified by the revised appointment process, and approved appointments to Board Committees.

At the September 2017 meeting, Council directed the HRC to revise its work plan to include a Decision Matrix related to the evaluation of recommendations for membership on the Board Committees for presentation to Council. The HRC met on November 16, 2017, revised its work plan in accordance with Council direction and reviewed the process for the appointment of Councillors to Board Committees. The HRC concluded that it would recommend to Council that the same process be undertaken for the Board Committee appointments in 2018.

Appendices:

- **Appendix A** - Excerpt – Special Rules of Order 2017-2018 – Appointment Procedures
- **Appendix B** - 2017-2018 Council Appointments to Board Committees - HRC Recommendations to Council
- **Appendix C** - 2017-2018 Council Appointments to Board Committees HRC Recommendations Matrix

Excerpt – Special Rules of Order 2017-2018 – Appointment Procedures

4. PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, HUMAN RESOURCES COMMITTEE MEMBER AND OTHER COUNCIL APPOINTMENTS

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving as Council Meeting Chair, Vice President, Human Resources Committee member; or their interest in other Council appointments as the case may be.
2. At the meeting, the Chair will ask for additional nominations. If none is received, the Chair will declare the nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.
3. Each candidate will be asked if he/she consents to the nomination.
4. A Councillor who is absent from the Council meeting at which a position is to be filled may be nominated, provided such Councillor has provided at least three days prior written notification to the Chief Administrative Officer that he/she consents to the nomination and agrees to serve in that capacity, if appointed, as well as any comments the candidate might otherwise provide at the meeting in support of his/her nomination.
5. Each nominee will be afforded an opportunity to make a brief (3 minutes) personal introduction should they so wish. The Chair will read any comments received from absent nominees.
6. Councillors will vote for the number of positions available (e.g. – Vice President – select one name), by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).
7. Upon completion of the vote, the results will be presented and the Chair will declare the nominee(s) with the most votes elected.
8. Where there is only one nominee for a position, or the number of nominees equals the number of positions available, the Chair shall declare the nominee(s) elected.
9. Where the number of nominees received exceeds the number of positions available, the nominees receiving the greatest number of votes cast for the number of positions available shall be declared elected by the Chair.

10. In the event there is a tie in the last position available, a run-off vote will be conducted in accordance with paragraphs 6 and 7 and the nominee receiving the greatest number of votes cast shall be declared elected by the Chair.
11. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

5. PROCEDURES FOR BOARD COMMITTEE APPOINTMENTS

The following procedures are to be used when making Board Committee appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving on Board Committees.
2. Annually, following the Council elections:
 - i. Councillors will be asked to submit Board Committee participation preferences to the outgoing Human Resources Committee (HRC)
 - ii. HRC would match committee needs to Councillor preferences
 - iii. HRC presents its recommendations at the AGM Council meeting for approval

Should the HRC be unable to present a recommendation regarding an appointment, Council will fill the position(s) through a vote utilizing the voting procedure as specified in Section 4, Procedures For Council Meeting Chair, Vice President And Other Council Appointments.

HRC Recommendations to Council – Audit Committee²

Councillor Expression of Interest and Competencies		HRC Rationale	HRC Recommendation -and- 2017-18 Mandated Appointments ¹
I. Bhatia	<i>[Aware of conflict and that he can only serve on Audit OR Finance; not both]</i>	<i>Previous experience on Audit Committee.</i>	<p style="text-align: center;">[Minimum of 4 Councillors and 1 to 3 other Association members]</p> <ol style="list-style-type: none"> 1. Ishwar Bhatia 2. Thomas Chong 3. Nancy Hill 4. Dan Preley 5. Kelly Reid
T. Chong	President of EANG network (4000 members). Modern controllership in Ontario government. Former Board Executive of Legal Aids Ontario for 5 years. Experience – auditing, financial reporting and internal controls, risk & project management. Member of AUC since 2006.	<i>Provides continuity having served previously on Audit Committee.</i>	
D. Chui	Current chair of Audit Committee. Member of AUC since 2014.	<i>Recently appointed to Engineers Canada Board of Directors.</i>	
L. Mireya-Hidalgo	Experience reviewing budgets, deliverables, and reports. Some experience in the auditing role.	<i>Recommended for appointment to Legislation Committee.</i>	
N. Hill	<i>Third choice.</i> Served on AUC from 2000-2011, as Chair 2008-2009 and Vice Chair 2010-2011. As co-owner of small business, have experience selecting an auditor and reviewing their work.	<i>Previous experience on Audit Committee. Also recommended for appointment to JRC.</i>	
D. Preley	Northern Regional Councillor during 2015-2017 and a member of the PEO Audit Committee during 2016-2017. Skills include completion of many life cycle cost benefit analysis and University accounting courses. Joined the Lakehead Chapter executive in 2004, has served as the chair, past chair, vice chair and treasurer.	<i>Provides continuity having served one previous term on Audit Committee.</i>	
K. Reid	Was responsible for a several hundred million dollar master service agreement which included dealing with internal auditors and contracting external auditors to audit both vendors.	<i>As a new AUC member, balances continuity and potentially brings fresh perspectives.</i>	
N. Takessian		<i>Recommended for appointment to Finance Committee</i>	

¹ Indicated names are mandated by legislation or Council-approved terms of reference

² S.30(3) of By-Law No. 1 – *The President and the president-elect shall be ex-officio members of all committees established under this section 30.*

2017-2018 Council Appointments to Board Committees

HRC Recommendations to Council – Finance Committee²

Councillor Expression of Interest and Competencies		HRC Rationale	HRC Recommendation -and- 2017-18 Mandated Appointments ¹
C. Bellini	Partner at a mid-sized firm, which we grew from 2 to over 50 staff. Additionally, have served as Treasurer in another non-profit organization and served on PEO's FIC in 2016-2107.	<i>Recommended for appointment to Executive and Legislation Committees.</i>	<p>[4 Councillors]</p> <ol style="list-style-type: none"> 1. Michael Chan 2. Noubar Takessian 3. Warren Turnbull 4. Michael Wesa
I. Bhatia	<i>[Aware of conflict and that he can only serve on Audit OR Finance; not both]</i>	<i>Recommended for appointment to Audit Committee.</i>	
M. Chan	Over 30 years' experience in finance, budget and management in private sector. At PEO, 8 years as Chapter Manager, responsible for department budget and chapter allotments.	<i>As a new FIC member, balances continuity and potentially brings fresh perspectives.</i>	
D. Preley	Northern Regional Councillor during 2015-2017 and a member of the PEO Audit Committee during 2016-2017. Skills include completion of many life cycle cost benefit analysis and University accounting courses. Joined the Lakehead Chapter executive in 2004, has served as the chair, past chair, vice chair and treasurer.	<i>Recommended for appointment to Audit Committee.</i>	
N. Takessian		<i>As a new FIC member, balances continuity and potentially brings fresh perspectives.</i>	
W. Turnbull	Member of FIC in 2016-2017.	<i>Provides continuity having served one previous term on Finance Committee.</i>	
M. Wesa	Served on AUC in 2011 and FIC 2012 & 2013. Experience in project management through engineering career, understand cash flow is the key to business finance, owned small consulting firm, church treasurer. Won't micro-manage, will allow our competent PEO staff to manage the numbers, FIC sets direction and seeks Council concurrence on direction. Knows Chapter member concerns and Chapter financial concerns.	<i>Previous experience on Finance Committee.</i>	

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2017-2018 Council Appointments to Board Committees

Recommendations to Council – Human Resources Committee²

Councillor Expression of Interest and Competencies		Executive Leadership Team	Recommendation -and- 2017-18 Mandated Appointments ¹
T. Chong	Former Board Executive of Legal Aids Ontario for 5 years and President of EANG Network. Experience – Human Rights, HR, recruitment, capacity building, performance measurement / evaluation, compensation and government appointments, diversity, inclusion and anti-racism, immigration, employment law, and landlords and tenants law. Member of HRC since 2014.	<i>Recommended for appointment to Audit Committee.</i>	<p>[2 Councillors]</p> <ol style="list-style-type: none"> 1. Tim Kirkby 2. Marilyn Spink 3. B. Dony – President 4. D. Brown – Pres-elect 5. G. Comrie – Past Pres
N. Hill	<i>First choice.</i> Co-founder and co-owner of successful firm with nine full-time staff as well as regularly employ engineering students. HR experience includes recruitment, performance management, training and compensation. Former member LGA. Has served on PEO's ACV; participated in development of current Committees & Task Forces Policy. Seeks involvement on HRC given interest to take on leadership role within PEO.	<i>Recommended for appointment to Audit and OSPE-PEO Joint Relations Committees.</i>	
T. Kirkby	Have served on HR committees within federal govt (Treasury Board, Parks Canada and Public Works & Govt Services Canada). Selected to serve on Treasury Board to design and apply the Universal Classification System. Active involvement with labour relations (collective bargaining, grievances). Have chaired many staffing committees.	<i>As a new HRC member, balances continuity and potentially brings fresh perspectives.</i>	
K. Reid	As a Section Manager (Acting Manager), was responsible for hiring staff and dealing with all HR issues.	<i>Recommended for appointment to Audit Committee.</i>	
M. Spink	On HRC for 2 years (since 2015), first year was learning curve. There are initiatives we initiated this year to improve HRC effectiveness that I would like to see through as we have some work to do.	<i>Provides continuity having served two previous terms on HRC.</i>	

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2017-2018 Council Appointments to Board Committees

HRC Recommendations to Council – Legislation Committee²

Councillor Expression of Interest and Competencies		HRC Rationale	HRC Recommendation -and- 2017-18 Mandated Appointments ¹
C. Bellini	Have worked with licensure at PEO since 2005 through ERC, LIC, and NFTF. Have gained good exposure to legislative affairs. Served on LEC in 2016-2017.	<i>Provides continuity having served one previous term on Legislation Committee.</i>	<p>[5 Councillors]</p> <ol style="list-style-type: none"> 1. Christian Bellini 2. George Comrie 3. Gary Houghton 4. Qadira Jackson 5. Lola Mireya-Hidalgo 6. B. Dony – President 7. D. Brown – Pres-elect
G. Comrie	In-depth knowledge of PEO's enabling legislation; familiarity with principles of administrative law.	<i>Previous experience on Legislation Committee.</i>	
R. Fraser	Member of LEC since 2009; served as Chair in 2014.	<i>LEC Terms of Reference: "Committee members can be re-appointed, but under normal circumstances should not serve on a given committee for more than five (5) consecutive years." Currently serves on ARC, DIC, LIC, NFTF and recently recommended for reappointment to CEQB.</i>	
G. Houghton	Member of LEC in 2016-2017.	<i>Provides continuity having served one previous term on Legislation Committee.</i>	
Q. Jackson	Best fit given legal background.	<i>As a new LEC member, balances continuity, brings fresh perspective and has legal background.</i>	
L. Mireya Hidalgo	When worked for federal government, created a guide to summarize regulations, legislations related to the environmental responsibilities of my department. Have policy experience such as delivering a cabinet submission and setting up rules for 4 directives and standards related to engineering work and services. Good communication, stakeholder management and teamwork skills. Experience in conducting jurisdictional scans, research, data analysis and interpretation. Also, in contract law and development of standards.	<i>As a new LEC member, balances continuity and potentially brings fresh perspectives.</i>	
L. Lederman	Over 40 years in the practice of Law. See CV on file.	<i>Maximum of 5 LEC members; member with legal background already recommended for appointment.</i>	

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2017-2018 Council Appointments to Board Committees

HRC Recommendations to Council – OSPE-PEO Joint Relations Committee²

Councillor Expression of Interest and Competencies		HRC Rationale	HRC Recommendation -and- 2017-18 Mandated Appointments ¹
G. Boone	OSPE member. Served on JRC 2016-2017. Desire to advance the relationship between PEO & OSPE so that the combined membership can be better served.	<i>Provides continuity having served one previous term on JRC.</i>	<p>[2 Councillors]</p> <ol style="list-style-type: none"> 1. Guy Boone 2. Nancy Hill 3. B. Dony – President 4. D. Brown – Pres-elect 5. G. McDonald – Registrar
T. Chong	OSPE member. Former Board Executive of Legal Aids Ontario for 5 years and President of EANG Network. Experiences – contracts, negotiation, consensus building, conflict resolution.	<i>Recommended for appointment to Audit Committee.</i>	
D. Chui	OSPE member and founding member.	<i>Recently appointed to Engineers Canada Board of Directors.</i>	
L. Mireya Hidalgo	Experience in stakeholder management, relationship/issues management and project management policy development. Member of OSPE and PEO, and would like to contribute to continue the good work that PEO and OSPE developed so far.	<i>Recommended for appointment to Legislation Committee.</i>	
N. Hill	<i>Second choice.</i> OSPE member since inception. Served on OSPE committees. As past chair of Awards Committee has worked closely with OSPE Board and staff. Believe that it is extremely important that PEO and OSPE find ways to work together for the betterment of engineers generally.	<i>As Elected Vice President, provides senior experience and understanding of OPSE issues having served on OSPE committees. Also recommended for appointment to Audit Committee.</i>	
T. Kirkby	Member of OSPE. Have supported the growth of OSPE from creation to present. Seeks to understand and be engaged in further improving the PEO – OSPE relationship and building OPSE’s profile and connection with the complete Chapter network. Competencies – served as Chapter Chair for 7 years, active volunteer on various committees, member of START committee (setting strat plan for the creation of OSPE). Current member of DIC (4 panels), GLC and PIC task force.	<i>Recommended for appointment to Human Resources Committee.</i>	

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² S.30(3) of By-Law No. 1 – *The President and the president-elect shall be ex-officio members of all committees established under this section 30.*

2017-2018 Council Appointments to Board Committees

HRC Recommendations to Council – OSPE Advocacy Committee²

Councillor Expression of Interest and Competencies		HRC Rationale	HRC Recommendation -and- 2017-18 Mandated Appointments ¹
I. Olukiyesi		<i>Indicated preference for OSPE Advocacy Committee.</i>	No recommendation as OSPE has indicated that PEO participation on the Committee is no longer required.
K. Reid	Part of my election platform was to advocate for engineers including stopping the use of the term engineer in College diplomas and by companies. I am passionate about promoting engineers to the public and re-engaging the membership. I most recently have attended lobbyist training and am part of a consortium lobbying Bill-C27. (Fed: Act to amend Pension Benefits Standards Act, 1985 -or- Prov: First Nations Financial Transparency Act)	<i>Recommended for appointment to Audit Committee.</i>	

¹ Indicated names are mandated by legislation or Council-approved terms of reference

² S.30(3) of By-Law No. 1 – *The President and the president-elect shall be ex-officio members of all committees established under this section 30.*

**2017-2018 Council Appointments to Board Committees
HRC Recommendations Matrix**

C-516-2.18
Appendix C

Councillors	EXE	Audit	Finance	HRC	Legislation	OSPE-PEO JRC	OSPE Advocacy*
Christian Bellini	P		P		P		
Ishwar Bhatia	P	P	P				
Guy Boone						P	
David Brown	M			M	M	M	
Michael Chan	P		P				
Thomas Chong		P		P		P	
Danny Chui		P				P	
George Comrie	M			M	P		
Bob Dony	M			M	M	M	
Roydon Fraser					P		
Lola Hidalgo		P			P	P	
Nancy Hill	M	P		P		P	
Rick Hilton							
Gary Houghton					P		
Qadira Jackson					P		
Tim Kirkby				P		P	
Lew Lederman					P		
Tomiwa Olukiyesi							P
Dan Preley		P	P				
Kelly Reid		P		P			P
Nadine Rush							
Marilyn Spink	P			P			
Noubar Takessian		P	P				
Warren Turnbull	P - A		P				
Michael Wesa	P		P				

P = Preference

P = Recommendation

P - A = Alternative Recommendation (EXE only)

M = Mandated Appointments by legislation or Council-approved terms of reference

*OSPE has indicated that PEO participation on the Committee is no longer required

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: Dale Power, Secretariat Administrator

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 Dale Power (416-224-1100, extension 1130 or dpower@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:

- 3.1 Minutes – 250th Executive Committee meeting – October 30, 2017
- 3.2 Minutes – 515th Council meeting – November 17, 2017
- 3.3 Standing Down the National Framework Task Force
- 3.4 Standing Down the Removal of the Industrial Exception Task Force

MINUTES – 250th Executive Committee – October 30, 2017

Purpose – To ratify the minutes of the 250^h Executive Committee meeting

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

That the minutes of the 250th meeting of the Executive Committee, held on October 30, 2017, as presented to the meeting at C-516-3.1, Appendix A, be ratified.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should formally record its consent to the actions taken by the Executive Committee.

The Executive Committee, at its meeting held January 16, 2018, confirmed that the attached minutes from the 250th meeting of the Executive Committee, held October 30, 2017, accurately reflect the business transacted at that meeting.

2. Current Policy

It is PEO convention that Council ratify minutes of Executive Committee meetings.

3. Appendices

- Appendix A – Minutes of the 250th Meeting of the Executive Committee



Minutes

C-251-2.1
Appendix A

The 250th Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Monday, October 30, 2017 at 3:00 p.m.

Present: B. Dony, P.Eng., President and Chair
G. Comrie, P.Eng., Past President
D. Brown, P.Eng., President-elect
N. Hill, P.Eng., Vice-President (elected)
M. Spink, P.Eng., Vice-President (appointed)
C. Bellini, P.Eng., Councillor at Large
W. Turnbull, P.Eng., Western Regional Officer

Staff: G. McDonald, P.Eng., Registrar
S. W. Clark, LL.B., Chief Administrative Officer
L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
M. Price, P.Eng., Deputy Registrar, Licensing and Registration
D. Smith, Director, Communications
M. Wehrle, Director, Information Technology
J. Zuccon, P.Eng., Deputy Registrar, Tribunals and Regulatory Affairs
R. Martin, Manager, Secretariat
D. Power, Administrator, Secretariat

Guests: T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee [minutes 15-05 and 15-06 only]
K. Hoch, Premise Design Communications Inc. [minutes 15-05 and 15-06 only]
M. Newman, Premise Design Communications Inc. [minutes 15-05 and 15-06 only]

CALL TO ORDER

Notice having been given and a quorum being present, President Dony, acting as Chair called the meeting to order.

15-05 APPROVAL OF AGENDA

Moved by President-elect Brown, seconded by Vice President Spink:

That:

- a) the agenda, as presented to the meeting at E-250-1.1, Appendix A, be approved as amended, and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED

Agenda item 3.3 Public Information Campaign Update was moved forward to accommodate guests from Premise Design Communications Inc.

15-06 PUBLIC INFORMATION CAMPAIGN UPDATE

Councillor Spink, Chair of the Public Information Campaign Task Force advised that Premise has been hired to prepare options and develop a recommended approach to address PEO strategic issues through

communications.

A thorough Discovery has been conducted. The Discovery has pointed to the need for a phased approach to communicating with Ontarians.

Mary Newman, Research and Strategy Lead, and Kevin Hoch, Principal and Creative Director, Premise Design Communications Inc., were asked to provide an overview of the Discovery Research Highlights and target audience recommendations. Premise Design Communications recommended a phased approach to this work giving priority to a narrower target audience first, to ensure that PEO's ultimate communications with a broader public audience is successful. Since this may have been perceived as a shift in the mandate, the PIC task force sought the agreement and support from the Executive Committee for this approach.

Mary Newman advised that in July 2017, Premise Design Communications was engaged to support the PEO Task Force with its mandate to "examine a potential public information campaign based on the value proposition of professional engineering that promotes public awareness of the role of the PEO". A Discovery Report was presented on September 18th to the Task Force and is intended to be an update on research findings and positioning territories to seek Council input and confirm next steps.

The first stage of the Premise program was to conduct comprehensive research with a strong cross section of PEO members representing different industries, geographies and genders. By understanding the current perceptions (experience, barriers and influences) of members, the research provides critical insight regarding the PEO value proposition, brand positioning, messaging and focus for program development in achieving the mandate.

The qualitative research process took place in August and included strategic review and stakeholder mapping with the PEO Task Force; one-on-one executive interviews with identified industry leaders and PEO leadership; and, facilitation of six focus groups. In addition, the Premise team also examined past PEO member research, reports, audits, presentations and Strategic Plans.

The key insights were identified as follows:

1. The P.Eng. Value Proposition varies and can be meaningful to many audiences
2. The Value Proposition for holding a P.Eng. is primarily influenced by employers
3. Engineers and engineering thought leaders must support the public message.....*without it, we risk being undermined*

The Research and Messaging Outcomes were as follows:

1. A “value equation” for PEO emerged: ENGINEERING + PROFESSIONAL + LICENCING = P. ENG . Broken into its component parts, each word held important meaning in defining its contribution to Professional Engineers as detailed in the Report.
2. There is a strong interrelationship among the stakeholder groups (students, academia, practicing engineers, employers, governments and public) which influences the value equation. The groups are inextricably linked and have significant influence in building credibility.
3. Employers are at the centre of influence and are the gatekeepers of defining “value” in the careers of engineers.
4. Membership believe that the PEO would benefit greatly by modernizing operations with greater flexibility in business practice that embrace new fields of engineering, support greater collaboration with other stakeholders, and engage with members through communications and outreach.

Recommendations

1. The campaign should have a phased approach. A general public media campaign as the first phase is not advisable in achieving business objectives.
 2. The first phase of the awareness campaign should begin with and focus directly on a segment of the public – Employers. This is critical to building credibility prior to any general public campaign as Employers have the ability to influence all other key target audiences in an integrated way. To be clear, the Employer target campaign will be initiated using high profile business media, such as airports, The Globe ROB, 680News, as well as industry specific periodicals.
 3. To maximize program and campaign effectiveness, the campaign should focus on key industries where P.Eng is relatively unknown or unrecognized.
 4. The message framework for Employers in Phase 1 should focus on the potential value proposition – ingenuity, sustainability, excellence, compliance, proof of conscience, and the transition for entry level employees.
 5. The value equation for messaging should be flexible. Once developed, a campaign strategy can be tailored and customized to bring meaning to each audience as part of the phased approach.
- Implications and Next Steps

With the support of the Executive Committee, Premise will now focus

message development, campaign strategy, and creative executions initially on “Employer”. This will also inform the quantitative validation research and key message evaluation through an opinion poll in November/December.

The Executive Committee concurred with the recommendations presented by Premise Design Communications Inc.

**15-07
MINUTES – 249th EXECUTIVE COMMITTEE
MEETING – AUGUST 15, 2017**

The Executive Committee reviewed the minutes of the 249th EXE Committee meeting held August 15, 2017.

Moved by Councillor Bellini, seconded by Councillor Turnbull:

That the minutes of the 249th open session meeting of the Executive Committee, held on August 15, 2017, as presented to the meeting at E-250-2.1, Appendix A, and amended, accurately reflect the business transacted at that meeting.

CARRIED

**15-08
PEER REVIEW – TERMS OF REFERENCE –
SUCCESSION PLANNING TASK FORCE**

The Executive Committee reviewed the Terms of Reference for the Succession Planning Task Force and provided feedback.

A draft Terms of Reference was presented. Following discussion, the Committee directed staff to amend the Terms of Reference such that the key duties of the SPTF are to provide oversight and coordination with the respect to the implementation of the Succession Planning recommendations. The amended Terms of Reference will be presented to the Executive Committee at its January 16, 2018 meeting.

**15-09
PRESIDENT’S AWARD**

The Executive Committee reviewed the recommendations for the 2018 President’s Award that were distributed at the meeting.

It was the consensus of the Executive Committee to forego the issuing of the 2018 President’s Award.

**15-10
RISK REGISTER**

The Executive Committee reviewed the Risk Register. It was agreed that the Risk Register be presented to Council for feedback at its November meeting.

Vice-President Hill suggested that staff resiliency be included in the red zone.

It was agreed that the Risk Register would be included as an agenda item for the November Council meeting in order to solicit feedback.

Moved by Past President Comrie, seconded by Vice President Hill:

That the Executive Committee move in-camera.

CARRIED

**15-11
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Verified the in-camera minutes of the 249th Executive Committee meeting held August 15, 2017.

Moved by President-elect Brown, seconded by Councillor Turnbull:

That the Executive Committee return to open session.

CARRIED

**15-12
EXECUTIVE COMMITTEE ITEMS**

President Dony provided a brief update regarding OSPE's involvement in the 30 by 30 initiative.

There being no further business, the meeting concluded.

These minutes consist of minutes 15-05 to 15-12 inclusive and five pages.

B. Dony, P.Eng., President and Chair

S. Clark, LL.B., Chief Administrative Officer and
Corporate Secretary

OPEN SESSION MINUTES – 515^h Council Meeting – November 17, 2017

Purpose: To record that the minutes of the open session of the 515th meeting of Council accurately reflect the business transacted at that meeting.

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

That the minutes of the 515th meeting of Council, held November 17, 2017, as presented to the meeting at C-516-3.2, 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

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

3. Appendices

- Appendix A - Minutes – 515th Council open session meeting – November 17, 2017



Minutes

C-516-3.2
Appendix A

The 515th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, November 17, 2017 at 9:00 a.m.

- Present:
- B. Dony, P.Eng., President and Council Chair
 - G. Comrie, P.Eng., Past President
 - D. Brown, P.Eng., President-Elect
 - N. Hill, P.Eng., Vice President (Elected)
 - M. Spink, P.Eng., Vice President (Appointed)
 - C. Bellini, P.Eng., Councillor at Large
 - I. Bhatia, P.Eng., Eastern Regional Councillor
 - G. Boone, P.Eng., Eastern Regional Councillor
 - M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
 - T. Chong, P.Eng., East Central Regional Councillor
 - D. Chui, P.Eng., West Central Regional Councillor
 - L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee
 - R.A. Fraser, P.Eng., Councillor at Large
 - L. Hidalgo, P.Eng., Western Regional Councillor
 - G. Houghton, P.Eng., Western Regional Councillor
 - Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee
 - L. Lederman, Q.C., Lieutenant Governor-In-Council Appointee
 - T. Olukiyesi, P.Eng., Lieutenant Governor-In-Council Appointee
 - D. Preley, P.Eng., Northern Regional Councillor
 - K. Reid, P.Eng., Councillor at Large
 - N. Takessian, P.Eng., East Central Regional Councillor
 - W. Turnbull, P.Eng., Western Regional Councillor
 - M. Wesa, P.Eng., Northern Regional Councillor
- Regrets:
- T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee
 - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
- Staff:
- G. McDonald, P.Eng., Registrar
 - S. Clark, LL.B., Chief Administrative Officer and Corporate Secretary
 - L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
 - C. Mehta, Director, Finance
 - M. Price, P.Eng., Deputy Registrar, Licensing and Registration
 - D. Smith, Director, Communications
 - M. Wehrle, Director, Information Technology
 - J. Zuccon, P.Eng., Deputy Registrar, Tribunals and Regulatory Affairs
 - R. Martin, Manager, Secretariat
 - D. Power, Secretariat Administrator
 - N. Axworthy, Editor, Engineering Dimensions
 - J. Chau, Manager, Government Liaison
 - A. Heerah, PEAK Program Coordinator

J. Max, Manager, Policy
M. Ng., Manager, Chapters
B. St. Jean, Executive Assistant

Guests: A. Bergeron, PEO Director, Engineers Canada [minutes 11873 to 11901 only]
H. Brown, Brown & Cohen [minutes 11873 to 11901 only]
D. Campbell, Chair, Government Liaison Committee [minutes 11838 to 11869 only]
R. Kinghorn, President, Engineers Canada [minutes 11873 to 11901]
L. MacCumber, PEO Member [minutes 11838 to 11849 only]
S. Perruzza, Chief Executive Officer, OSPE [minutes 11838 to 11849]
S. Price, Interim CEO, Engineers Canada [minutes 11838 to 11869 only]
C. Roney, President, Engineers Canada [minutes 11873 to 11901 only]
R. Shreewastav, PEO Director, Engineers Canada [minutes 11873 to 11901 only]

On Thursday evening, Council held a plenary session to receive presentations from Engineers Canada, the Complaints Committee (COC) and the Fairness Commission – Registration Practices Assessment Report.

Council convened at 9:00 a.m. Friday, November 17, 2017.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order.

11873 APPROVAL OF AGENDA

Moved by Councillor Takessian, seconded by Past President Comrie:

That:

- a. the agenda, as presented to the meeting at C-515-1.1, Appendix A be approved as amended; and**
- b. the Chair be authorized to suspend the regular order of business.**

CARRIED

11874 PRESIDENT/REGISTRAR'S REPORT

Registrar McDonald provided an update regarding the licensing backlog. He reported that 280 licences were issued in November which is the highest amount since March 2015. 138 licences were issued in September and 233 licences were issued in October. The initial experience assessments outstanding as of month end for August were 1,085, 1,035 in September, 960 in October and 858 as of November 13, 2017 which is ahead of the targeted figure of 1,005 for the end of October. Registrar McDonald further advised that staff have set weekly and monthly targets in order to process applications as quickly as possible.

In response to a query Registrar McDonald advised that Council would be provided with information regarding the number of applications for licenses being received.

11875

The Finance Committee completed its second review of the draft 2018

2018 OPERATING BUDGET

operating and capital budgets (“2018 budgets”) on October 18, 2017 and is presenting a deficit budget which meets the reserve requirements required by Council policy. As the next step in the business planning cycle, Council needs to either approve the draft 2018 operating budget as presented or provide direction on the cost saving initiatives to be implemented.

Despite best efforts by management to reduce and control costs wherever possible, the current version 2018 operating budget is projected to have a deficit of \$303k. This deficit will be funded from the operating reserve which is expected to be \$7.3m – this is \$2.8m above the minimum cash balance requirement of \$4.5m.

Some of the main reasons for the deficit in 2018 are:

a) There have been no membership fee increases since 2008 and revenues from the growth in the number of license holders, applications, examinations, etc. have not been adequate to keep pace with inflation which has increased cumulatively by 15.8% since 2009.

b) The increase in membership revenues has also been negatively impacted due to an increase in the backlog of applications in 2017 that await processing. This is largely due to staff absences resulting from accidents and long-term disability. Steps have been taken to hire additional resources to deal with this backlog which is expected to be cleared within the next few months.

c) Apart from inflation, there has also been an increase in the scope and breadth of PEO’s operations. Several programs have been added and become part of regular operations over the course of the past several years. A few examples are the PEAK program which was introduced in 2017 but has become part of regular operations in 2018, an increase in the contribution for the OPEA gala in 2017 which has become part of regular operations in 2018, etc.

To address this shortfall in 2018, areas for potential cost savings were identified by management after seeking inputs from the Finance Committee in September. These suggestions were presented to Council at its meeting on Sept 29, 2017. After the September Council meeting, additional feedback on cost-cutting initiatives was sent to the Chair of the Finance Committee by several Councillors.

At a recent meeting of the Regional Councillors Committee (RCC) bank balances were discussed. These bank balances should be 50% of the allotment, however, some Chapter bank balances exceed this. The RCC has agreed to decrease the Chapter allotment from \$624,000 to \$524,000 for a savings of \$100,000. Chapters are still expected to maintain the programs they agreed to and to fund these programs from the current bank balances.

It was suggested that cost savings could be realized by encouraging members to submit membership fees, etc., via PC banking instead of paying by credit cards. C. Mehta advised that this option is available but that more emphasis would be placed on this form of payment when communicating with the membership.

There was discussion regarding the need for long term planning, saving strategies, increasing revenue and including budgeting as part of the strategic planning discussion.

Moved by Councillor Turnbull, seconded by Councillor Chan:

That Council approve the draft 2018 operating budget as recommended by the Finance Committee and as presented to the meeting and amended at C-515-2.1 Appendix A.

CARRIED

Moved by Councillor Reid, seconded by Councillor Chui:

That a task force be created to look for value for money savings within the 2018 budget.

DEFEATED

Councillor Wesa advised that the Finance Committee, in conjunction with the Executive Committee, would look at cost savings.

**11876
2018 CAPITAL BUDGET**

The Finance Committee completed its review of the draft 2018 operating and capital budgets ("2018 budgets") on October 18, 2017. As the next step in Council's business planning cycle, Council is required to approve the draft 2018 capital budget.

The key highlights of the draft 2018 capital budget were summarized, comprised of the following parts:

- i. Capital improvements to 40 Sheppard - \$2.13m
- ii. Information Technology - \$342k; and
- iii. Facilities - \$45k

One of the major initiatives that will require additional capital funding will be the online licensing project. Registrar McDonald advised that Council would be provided with detailed information, including costs, regarding this once the Request for Proposal has been issued and tenders received.

Moved by Councillor Takessian, seconded by Councillor Bhatia:

That Council approve the draft 2018 capital budget as recommended by the Finance Committee and as presented to the meeting at C-515-

2.2 Appendix A.

CARRIED

11877 ELIMINATION OF THE 2018 PEO BUDGET DEFICIT

This item was withdrawn from the agenda as per the request of the submitter, President-elect Brown.

11878 HIRING OF LICENSURE STAFF

Reviewing licensure applications and the issuing of P.Eng. licences are essential PEO services that should be completed in a timely manner.

The reasons for the licensure backlog are:

- Lack of staff since they were directed to prioritize Aptify April 1, 2016 Go-Live software
- A 15% increase from 2,333 applications ready for Initial Experience Assessment in 2015 to 2,683 ready in 2016
- Staff resourcing issues September 2016 to April 2017

Currently approximately 1,100 files are awaiting Initial Experience Assessment, in January 2016 before the backlog, approximately 200 files were waiting review.

A contract Experience Assessment Officer was hired in May 2017 to replace the regular Experience Assessment Officer that went on Long Term Disability in April 2017. This brought the staff complement to normal levels.

The only additional staff hired after May was a one-year contract Experience Assessment Officer who started with PEO on September 20, 2017. A contract Experience Assessment Officer typically earns about \$70,000 to \$80,000 plus benefits per annum.

Implementing the on-line licencing software will utilize a large amount of licensure staff time. PEO should have enough licensure staff to prevent backlogs associated with unexpected increases in applications and staff resource issues.

The need for hiring additional full-time staff should be assessed.

Hiring more staff will fulfill PEO's 2018-2020 Strategic Plan by addressing the following three strategic objectives:

1. Augment the applicant and licence holder experience
 - PEO will address any perceived barriers and friction points between itself and its applicants and licence holders, and build "customer satisfaction" into all its regulatory processes and initiatives.
2. Create a seamless transition from student member to EIT to

licence holder

- PEO will establish coordinated and integrated systems and outreach programs to allow engineering students to seamlessly proceed through the licensure process.

3. Enhance corporate culture

- PEO will consistently evaluate and review the presence of its core values in the performance of staff and volunteer activities, as well as regulatory decisions.

Registrar McDonald advised that hiring one more contract staff person as proposed in addition to the one additional contract staff person already in place would not result in any appreciable gain given the training that would be required.

Moved by Councillor Preley, seconded by Councillor Hidalgo:

That Council authorize the immediate hiring of an additional contract licensure staff for a one-year period. This will require a \$100,000 budget increase during 2018.

Moved by Councillor Chui, seconded by Councillor Boone:

That Council authorize the immediate hiring of the appropriate additional contract staff on a temporary basis with the required budget to be determined.

AMENDMENT DEFEATED

Recorded Vote

For

G. Boone
D. Chui

Against

C. Bellini
I. Bhatia
D. Brown
M. Chan
T. Chong
G. Comrie
L. Cutler
R. Fraser
L. Hidalgo
N. Hill
G. Houghton
Q. Jackson
L. Lederman
T. Olukiyesi
D. Preley

K. Reid
M. Spink
N. Takessian
W. Turnbull
M. Wesa

Council then voted on the main motion.

That Council authorize the immediate hiring of an additional contract licensure staff for a one-year period. This will require a \$100,000 budget increase during 2018.

DEFEATED
Recorded Vote

For

G. Boone
L. Hidalgo
L. Lederman
T. Olukiyesi
D. Preley
K. Reid
N. Takessian

Against

C. Bellini
I. Bhatia
D. Brown
M. Chan
T. Chong
D. Chui
G. Comrie
L. Cutler
R. Fraser
N. Hill
G. Houghton
Q. Jackson
M. Spink
W. Turnbull
M. Wesa

It was the consensus of the discussion that the issue of resilience was raised as a significant concern. The Registrar was directed by Council to provide a Succession Planning and Staff Resiliency Plan proposal for all areas within PEO for Council consideration at the February 2018 Council meeting.

**11879
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, Scotiabank provides PEO 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, 2018, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

PEO has adequate cash flow to meet its business requirement on a 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 Takessian, seconded by Councillor Bhatia:

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, 2019.

CARRIED

**11880
BY-LAW AMENDMENT AND
APPOINTMENT OF CORPORATE
SECRETARY**

Section 49(1) of the *Professional Engineers Act* imports certain provisions of the *Corporations Act*. Section 49(1) 14 is relevant to the signing of minutes which states,

49. (1) The Corporations Act does not apply in respect of the Association except for the following sections of that Act which shall apply with necessary modifications in respect of the Association:

14. Section 299 (which relates to minutes of meetings).

Section 299(1) and (2) of the *Corporations Act* state,

299 (1) A corporation shall cause minutes of all proceedings at meetings of the shareholders or members and of the directors and of any executive committee to be entered in books kept for that purpose.

(2) Any such minutes, if purporting to be signed by the chair of the meeting at which the proceedings were had or by the chair of the next succeeding meeting, are admissible in evidence as proof, in the absence of evidence to the contrary, of the proceedings.

By-law No. 1, section 24 also deals with the signing of minutes. It states,

24. In the absence of proof to the contrary, minutes of any meeting of the association or of the Council or of a committee purporting to be signed by the president, the president-elect or the past president and by the registrar or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

Further direction on the signing of meeting minutes is provided in Wainberg's Society Meetings, Rules of Order, Rule 27.3, which states,

Minutes, when written or typed, ought to be signed by the Chair and the secretary of the meeting. They may be signed at any time.

Consistent throughout these governing documents is the requirement for the meeting chair to sign the minutes. However, when the President is not elected as Chair of Council, an inconsistency arises related to the signing of minutes. In addition, unless the Registrar is appointed Corporate Secretary, there is a further contradiction between By-law No. 1 and Wainberg's.

In order to resolve this internal conflict between the various pieces of governing documents, Council was asked to amend By-law No. 1, section 24, by deleting the words, "*the president, the president-elect or the past president and by the registrar*" and replacing them with the words, "*the Chair of Council and by the Corporate Secretary*".

In September 2003, Council appointed Scott Clark as Secretary. Under Mr. Clark, the Secretariat has served as a valuable resource not only to the Chair of Council, but also to Council collectively and to Councillors individually. Council is being asked to reaffirm the appointment of Scott Clark as Corporate Secretary as it is important that this role receive the full confidence of Council in order that the Secretariat remain unfettered as a resource to Council.

Moved by Councillor Lederman, seconded by Councillor Takessian:

Motion required a 2/3 majority of votes cast to carry.

1. That Council amend By-law No. 1 by revoking section 24 and replacing it with the following:

24. In the absence of proof to the contrary, minutes of any meeting of the Association or of the Council or of a committee purporting to be signed by the chair of council and by the corporate secretary or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

CARRIED

Moved by Councillor Lederman, seconded by Councillor Turnbull:

Motion required a simple majority of votes cast to carry.

2. That Council reaffirms the appointment of Scott Clark as Corporate Secretary.

CARRIED

11881

2018-2020 STRATEGIC PLAN

President Dony passed the gavel to President-elect Brown.

A Strategic Plan is a fundamental tool and resource used to orient and align the work of an entity. It also provides senior management an essential means of leading and managing the organization. In June 2016, Council set out to create a new strategic plan to focus PEO's activities for the next three years, from 2018 through 2020.

Council authorized work to begin on a new PEO Strategic Plan at its June 2016 Workshop. Over the subsequent 17 months, senior management, staff, volunteers and Council members deliberated on PEO's strengths and weaknesses and the perceived opportunities and threats it would face over the plan period. Vision and mission statements as well as PEO's core values were reconfirmed and strategic objectives were articulated. A final draft of the Strategic Plan was reviewed by PEO Council at its September 2017 meeting.

Once finalized, the focus areas and strategic objectives set by this Plan will determine the priorities for PEO programs and initiatives, and provide guidance for Council, committees, task forces and staff. Council will monitor the plan's ongoing progress. The strategies to realize the plan's strategic objectives will be reviewed annually as part of PEO's budget planning cycle.

Councillor Fraser noted the absence of designing a budget in terms of core principles and resiliency planning in the Strategic Plan.

Moved by President Dony, seconded by Councillor Chong:

That Council:

- a) approve the Strategic Plan as presented to the meeting at C-515-2.6, Appendix A;
- b) authorise the Registrar to publicly release the Strategic Plan in accordance with the Communication Plan as presented to the meeting at C-515-2.6, Appendix B;
- c) instruct the Human Resources Committee to consider how to incorporate achievement of the Strategic Plan's objectives into the Registrar's performance objectives over the next three years;
- d) task appropriate committees with incorporating and prioritizing relevant strategic plan elements into their workplans.
- e) approve an amendment to the decision briefing note template to include a section indicating how policy or program proposals will contribute to the Strategic Plan Objectives;
- f) instruct the Registrar to provide updates on the progress of realizing the approved Strategic Objectives at the March, June and September Council meetings for the duration of the Plan period; and,
- g) review, update and revise the strategies on an annual basis, as circumstances warrant, as part of the budget planning cycle.

CARRIED

Moved by Councillor Fraser, seconded by Councillor Reid:

That Council task the Executive Committee to bring to the next Council meeting a plan to address the budget issues raised at the November 17, 2017 Council meeting.

CARRIED

Council members were encouraged to submit budget issues to the President by November 30, 2017 for inclusion in the January 16, 2018 Executive Committee package.

President-elect Brown returned the gavel to President Dony.

A Member Submission was passed (62% Yes – 38% No) at the 2017 PEO Annual General Meeting with the following motion;

THEREFORE, IT BE SUBMITTED THAT: PEO engage an external governance expert to advise Council independently on how to modernize the governance of the organization in order to ensure self-regulatory status and that the principles of the new governance model be presented to Council for approval before the next AGM.

**11882
2017 AGM SUBMISSION – PEO ENGAGE
AN EXTERNAL GOVERNANCE EXPERT**

PEO is 95 years young; however, does PEO's governance structure meet the needs for the Profession and the Public for the next 100 years? Council was asked to approve a Phase 1 Governance Working Group to ensure that PEO remains relevant as a Self-Regulator of the Profession for the next century.

Current efforts by the Council Term Limits Task Force (CTLTF), the Council Composition Task Force (CCTF) and the Succession Planning Task Force (SPTF) will be leveraged by this working group including applicable past efforts related to governance.

Council established the CTLTF at the February 2016 meeting. The CTLTF was directed to examine issues of term limits for all Council positions and issues related to succession planning. Council approved recommendations from the CTLTF at the June 2017 meeting.

Council established the CCTF at the September 2016 meeting. The CCTF was directed to examine the issue of Council size and composition. Council approved a \$7,500 budget for the task force. The CCTF is currently developing recommendations that will be presented to Council in 2018. The task force requested an additional \$15,000 in funds at the September 2017 Council meeting in order to complete their work, which was approved by Council at the meeting.

Council established the Succession Planning Task Force at the June 2017 meeting. The SPTF is tasked to develop a comprehensive implementation plan with schedule, future operating expenses of search and training modules, candidate targets, media program to educate members etc. Council approved a \$60,000 annual budget for the SPTF. The following recommendation was also approved at the June 2017 Council meeting, *"Upon completion of its work, the SPTF will be replaced by the Succession Planning Committee (SPC) to maintain the program and manage its evolution in future years."*

Moved by Councillor Fraser, seconded by Vice President Hill:

- 1. That Council directs the Registrar to immediately issue a call for volunteers for appointment to a 7-member Phase 1 Governance Working Group (GWGP1) for Council approval at a future date, comprised of the following:**
 - **4 current Councillors with at least one lay LGA, plus 3 additional members at large**
 - **Preference is for members at large who have formalized Governance Education**
- 2. That Council directs the Council Chair to develop terms of reference for the Phase 1 - GWGP1 incorporation elements outlined in Section 3 of this briefing note.**

3. That Council directs the GWGP1 to provide a progress report to Council prior to the 2018 AGM, or shortly thereafter, which will include timing for delivery of their final report to Council.
4. That Council approves a budget of \$40,000 for the GWGP1 to complete their work and deliver a report to Council before the 2019 AGM, if not earlier.

CARRIED

President Dony advised that he would work closely with the proponents of the above motion regarding the GWGP1 Terms of Reference.

**11883
WITHHOLDING INFORMATION FROM
DISCLOSURE ON PEO'S PUBLIC
DIRECTORIES POLICY**

Currently, requests to withhold information from PEO's public directories are made through the submission of a Request to Withhold Information from the Public Form. The grounds for granting such a request are:

- *The public disclosure of the information could place my safety in jeopardy.*
- *The information relates to choosing me as a practitioner (e.g. degree, institution granting the degree) and there is no reasonable likelihood that the information will be needed by the public (e.g. you are permanently retired).*
- *The information can reasonably be misused and there is no reasonable likelihood that the information will be needed by the public (e.g. I am employed in industry providing services primarily to my employer).*
- *The information is home contact information. I have a privacy concern about this and an alternative, reliable set of contact information for me (e.g. at work) is publicly available from PEO to clients, former employers, colleagues and others.*

There are 202 individual PEO directory profiles withheld at the present time. When a request to withhold information from the public directories is granted, only the name, licence number, licence type, licence status and date of licensure is made public. The chapter, employment and academic profiles are withheld and not available to the public.

The Form appears to have been introduced following the approval of the PEO Privacy Policy in 2004. However, its development and criteria used to grant a request to withhold information from PEO's public directories is unclear. As a result, the Registrar requested a review of the current practice and development of a supporting policy.

To support development of the policy, an environmental scan was conducted of Ontario regulators regarding a request to withhold

information from a public directory. Responses were received from the College of Physicians and Surgeons (CPSO), College of Physiotherapists of Ontario (CPO) and Law Society of Upper Canada (LSUC). None of these regulators use a form to request the withholding of information that is publicly available on their website as is the current PEO practice. Rather, removal of information is done through a formal request to a party within the organization on a case-by-case basis. The criteria applied to grant the request is whether on reasonable grounds there is a belief that disclosure may jeopardize the safety of an individual. In addition to a formal request to withhold information, the party making the request must provide supporting documentation.

Moved by Past President Comrie, seconded by Councillor Fraser:

- 1. That Council approve the Withholding Information from Disclosure on PEO's Public Directories Policy as presented to the meeting at C-515-2.8, Appendix A.**
- 2. That Council direct the Registrar to contact all parties whose information has been withheld to inform them of the Withholding Information from Disclosure on PEO's Public Directories Policy and allow them 90 days to provide supporting documentation acceptable to the Registrar that there is reasonable grounds to believe that disclosure of the information may jeopardize the safety of the individual and should they fail to provide such documentation within the 90 day period, the Registrar is authorized to cease withholding the information from PEO's public directories.**

CARRIED

**11884
RESCINDING MOTIONS REGARDING THE
REMOVAL OF A COUNCILLOR**

Under the Professional Engineers Act, section 7(1)3, Council is given the authority to make regulations, "prescribing the conditions disqualifying members of Council from sitting...". In February 2010, Council passed motions to revise Regulation 941 to provide for the basis to remove a Councillor from Council. Further, in April 2012, Council expanded the basis to remove a Councillor from Council.

In March 2014, the Legislation Committee (LEC) conducted a review of outstanding draft regulations and stated in a briefing note to Council that, "The Committee has determined that many of the originating Council motions cannot be drafted in Regulation because their policy intent was not clear enough to support drafting and to meet the government's new Regulatory Impact Assessment criteria, and did not pass the PEO's Peer Review requirements." Council directed the LEC to work with the proponent committees to clarify their policy intents, implications and suitability for invoking Council's regulation-making powers with respect to the motions.

The LEC engaged the Human Resources Committee (HRC) in order to clarify the policy intents of those motions.

The HRC met on March 23, 2017 and concluded that it would inform the LEC that regulations regarding the removal of a Councillor were unnecessary. The LEC asked if the HRC was prepared to recommend the rescinding of the motions and on August 15, 2017, the HRC met and determined that it would recommend the rescinding of the motions. Council was therefore asked to rescind the motions.

Moved by Past President Comrie, seconded by Councillor Fraser:

Motion required a 2/3 majority of votes cast to carry.

That Council rescind the following motions:

a) That:

1. the regulations be revised to include a provision that would permit Council to remove an elected councillor from office by a two-thirds vote for any of the following reasons:

- a) by reason of incapacity, unable to act as a member of the Council;**
- b) has been found guilty of professional misconduct or incompetence;**
- c) fails to attend three consecutive regular meetings of the Council without cause;**
- d) ceases to be eligible for election to the Council; or**
- e) ceases to be a member in good standing in the Association, where applicable;**

2. a member who is disqualified from sitting on the Council is deemed to be removed from the Council;

3. the reasons for removal must be stated in the motion removing the Council.

[Minute No. 10735]

b) That:

1. the President, on behalf of Council, shall provide the reasons and request the Attorney General to remove a Lieutenant Governor Appointee (LGA) when requested to do so by a two-thirds vote of the Council, for the following reasons;

- a) by reason of incapacity, unable to act as a member of the Council;**
- b) has been found guilty of professional misconduct or incompetence, where applicable;**
- c) fails to attend three consecutive regular meetings of the Council without cause; or**
- d) ceases to be a member in good standing in the Association, where applicable.**

2. a member who is disqualified from sitting on the Council is deemed to be removed from the Council.

3. the reasons for removal must be stated in the motion removing the Councillor.

[Minute No. 10735]

c) That the Regulation 941 amendment regarding the disqualification of members of Council be revised to include as a reason "a material breach of Council Policy."

[Minute No. 11091]

CARRIED

11885

FRENCH VERSION OF REGULATION 941

In the course of drafting recent Regulation changes at PEO's direction, the Ministry of the Attorney General staff indicated that they are able and willing to draft a French language translation of Regulation 941 if PEO agrees. The Office of Legislative Counsel (OLC) has informed the Attorney General's policy staff that over 50 per cent of Ontario's regulations are now bilingual and the Attorney General has committed to making laws available in French whenever possible. By preparing the French version, the OLC is assisting the Attorney General in achieving this commitment. Increasingly, the expectation is for regulations to be bilingual.

The Professional Engineers Act currently published on the government's E-laws website has both an English and French version. The English version includes definitions of terms in French. With regard to interpretation, the law is clear that both the English and French versions of any statute are equally authoritative, and both can be looked at when questions of interpretation arise. However, Regulations 941 and 260/08 are currently available in English only. An environmental scan of the use of French regulation reveals that most non-health regulators (10 of the 12 reviewed) have a least some regulations translated into French.

Unless PEO is required by the French Language Services Act or the Professional Engineers Act to provide services in French, it does not have to do so. Translating a regulation into French makes no difference in this regard.

If PEO so requests, the Attorney General staff will draft the French language version of Regulation 941, at no cost to PEO, in time for the next set of amendments to Regulation 941 and 260/08 and from that point onward.

Moved by Councillor Bellini, seconded by Past President Comrie:

Motion required a 2/3 majority of votes cast to carry

That Council authorize the Ministry of the Attorney General to draft a

French language version of Regulation 941, subject to PEO Council approval.

CARRIED

**11886
PROVIDING FINANCIAL IMPACT
INFORMATION ON BRIEFING NOTES**

Some decisions made by Council may have financial impacts on current and future PEO budgets. In order that Council is aware of those potential financial impacts prior to approving projects, creating a task force or programs, Council is being asked to approve an amendment to the decision briefing note template to provide the financial impacts on current and future PEO budgets for a five-year period.

Moved by Councillor Wesa, seconded by Councillor Takessian:

That Council approve an amendment to the decision briefing note to provide the financial impacts on current and future PEO budgets for a five-year period.

CARRIED

**11887
CHANGES TO THE 2017 PEO COMMITTEES
AND TASK FORCES MEMBERSHIP ROSTER**

Moved by Councillor Bellini, seconded by Councillor Bhatia:

That Council approve changes to the 2017 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-515-2.12, Appendix A.

Moved by Councillor Boone, seconded by Councillor Chong:

That the changes to the 2017 PEO Committee and Task Forces Membership Roster be tabled to the “in camera” portion of the meeting.

CARRIED

[Secretariat Note: The following in-camera resolution from the November 2017 Council meeting was returned to open session:]

Moved by Councillor Bellini, seconded by Councillor Bhatia:

That Council approve changes to the 2017 PEO Committees and Task Forces Membership Roster as presented to the meeting and amended at C-515-2.12, Appendix A.

CARRIED

**11888
COMMITTEES AND TASK FORCES HUMAN
RESOURCES AND WORK PLANS**

Under the Committees and Task Forces Policy (Committees/Task Forces Operations, Item 3), each committee/ task force is to prepare an annual work plan and human resources plan for the following year by September 30 each year.

One of the roles of Council, as identified in the Committees and Task Forces Policy is to approve committee/task force mandates, Terms of

Reference, annual work plans, and annual human resources plans. Council reviewed the Human Resources and Work Plans submitted by the committees.

The Education Committee was requested to align its work plan with the 2018 – 2020 Strategic Plan so that it is in sync with PEO’s regulatory mandate. There are a number of overlaps with the Education Committee and the Public Awareness Campaign. The Education Committee work plan will come back to Council for approval at the February 2018 Council meeting.

It was also suggested that the committees and task forces align their Human Resources and Work Plans to the 2018 – 2020 Strategic Plan as quickly as possible. Registrar McDonald replied that the new Strategic Plan will be forwarded to the committees and task forces with a request that they identify strategies to meet the strategic directives laid out by Council.

Moved by Councillor Bellini, seconded by Councillor Wesa:

That Council approve the committee/task force work plans and human resources plans as presented to the meeting at C-515-2.14, Appendices A to O, excluding H(ii).

CARRIED

**11889
ONLINE LICENSING PORTAL TASK FORCE**

At the July 29, 2017 RCC meeting, Councillors reviewed the chapter open issues and noticed an unusual number of open issues (either newly opened or existing) that pertain to the PEO licensing process.

Licensing professional engineers is one of the regulatory functions that PEO must do well. RCC is very concerned with the number of open issues raised by the different chapters from different regions as a result.

While the RCC understands this is outside of the scope of the RCC terms of reference, the issues were nevertheless raised by the chapters during regional congresses. Thus, RCC needs to provide response to the chapters.

The online licensing portal project can likely address most of the issues raised. However, RCC still felt that the perceived poor customer service aspect of PEO’s licensing process still requires improvement or it could undermine the potential for success for the online licensing portal project.

To ensure the online licensing portal project has the best chance of success, and that RCC’s concerns are addressed, RCC felt that it was necessary to create a task force to oversee the Online Licensing Portal

Project.

The RCC agreed on the following:

- This task force is NOT to interfere with the execution of the online licensing portal project.
- The role of this task force is to work in parallel with the Online Licensing Portal project team to make sure that we improve customer service in all steps of the portal so that the online application for licensure is conducive to a fair, timely, professional and customer centric process.

As such, the RCC asked for the creation of this task force.

Moved by Councillor Preley, seconded by Councillor Takessian:

That Council approves:

- a) **The creation of a licensing task force to operate in parallel to the online licence portal project execution to address and improve upon specific customer service licensing issues.**
- b) **The Registrar to initiate the formation of this task force including but not limited to drafting the terms of reference and proposed work plan.**
- c) **A budget of \$20,000 for the task force to complete their work and deliver a report to Council before the 2019 AGM, if not earlier.**

Moved by Councillor Boone, seconded by Councillor Chui:

That the motion to approve an Online Licensing Portal Task Force be tabled to the March 2018 Council meeting

CARRIED

**11890
CONSENT AGENDA**

Moved by Councillor Takessian, seconded by Councillor Turnbull:

That the Consent Agenda be approved as presented.

CARRIED

Included on the consent agenda:

- 3.1 Minutes – 249th Executive Committee meeting – August 15, 2017
- 3.2 Minutes – 514th Council meeting – September 29, 2017
- 3.3 Approval of CEDC Applications

[Note: minutes 11891 to 11893 reflect the motions provided in the briefing notes presented to the meeting.]

**11891
MINUTES – 249TH EXECUTIVE COMMITTEE
MEETING**

That the minutes of the 249th meeting of the Executive Committee, held on August 15, 2017, as presented to the meeting at C-515-3.1, Appendix A, be ratified.

CARRIED

**11892
MINUTES – 514TH COUNCIL MEETING**

That the minutes of the 514th meeting of Council, held September 29, 2017, as presented to the meeting at C-515-3.2, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

**11893
APPROVAL OF CEDC APPLICATIONS**

Under Section 61(2) of Regulation 941 under the Professional Engineers Act, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC recommended that Council approve the following motions:

- 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-514-3.3, Appendix A, Section 1.**
- 2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-514-3.3, Appendix A, Section 2.**
- 3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-514-3.3, Appendix A, Section 3.**

CARRIED

**11894
PUBLIC INFORMATION CAMPAIGN (PIC)
TASK FORCE UPDATE**

This item was not discussed due to time constraints.

**11895
LEGISLATION COMMITTEE UPDATE**

This item was not discussed due to time constraints.

**11896
REGIONAL COUNCILLORS COMMITTEE
UPDATE**

This item was not discussed due to time constraints.

**11897
OSPE-PEO JOINT RELATIONS COMMITTEE
(JRC) UPDATE**

This item was not discussed due to time constraints.

**11898
ENGINEERS CANADA UPDATE**

Russ Kinghorn, President, Engineers Canada provided an update regarding governance and the strategic plan which will be going forward to the Engineers Canada Board of Directors for approval in May.

Rakesh Shreewastav provided an update on activities to raise the profile and relevance of engineering which include the upcoming Parliament Hill Day in February 2018. A meeting was held with Energy and Natural Resources Canada to bring a national engineering perspective to the

Senate Committee.

Annette Bergeron provided highlights from the most recent annual report called “Engineers of Tomorrow” which is on the Engineers Canada website. This report provides statistics regarding undergraduate and graduate enrollments. She noted that Ontario is the fastest growing province across Canada in terms of enrollment. Enrollment for women at the undergraduate level is 19.3% across Canada. Ontario is in third place with 21% of women enrolled in undergraduate engineering.

Councillor Chui advised that a meeting of the Engineers Canada Directors will be scheduled shortly to discuss the appointment of the new Engineers Canada CEO and the affinity program.

**11899
GOVERNMENT LIAISON COMMITTEE
UPDATE**

This item was not discussed due to time constraints.

**11900
PROFESSIONAL STANDARDS COMMITTEE
UPDATE**

This item was not discussed due to time constraints.

**11901
REGISTRATION COMMITTEE UPDATE**

This item was not discussed due to time constraints.

**11902
STATISTICS – COMPLAINTS, DISCIPLINE,
LICENSING AND REGISTRATION UPDATE**

This item was not discussed due to time constraints.

**11903
RISK REGISTRAR**

This item was not discussed due to time constraints.

**11904
COUNCILLOR ITEMS**

There were no items brought forward.

Moved by Councillor Bhatia, seconded by Councillor Takesian:

That Council move in-camera.

CARRIED

**11905
IN-CAMERA SESSION**

While in-camera, Council:

- a) ratified the in-camera minutes from the 249th Executive Committee meeting held August 15, 2017 as presented;
- b) verified the in-camera minutes from the 514TH meeting of Council held September 29, 2017 as presented;
- c) approved the moving of two in-camera motions to open session regarding the Engineers Canada Directors Survey
- d) approved the issuing of a request for proposal for government relations services

- e) approved the list of inductees into the Professional Engineers Ontario 2018 Order of Honour
- f) approved the 2018 Gordon M. Sterling Award recipient
- g) received the HRC Update
- h) received decisions and reasons of the Discipline Committee;
- i) received a legal update on legal actions in which PEO is involved;
- j) noted there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy
- k) approved the changes to the 2017 PEO Committees and Task Forces Membership roster as amended
- l) approved the changes to the 2018 PEO Committees and Task Forces Membership Roster as amended.

**11906
GOVERNMENT RELATIONS SERVICES**

The following item was moved from the in-camera agenda into open session:

Moved by President-elect Brown, seconded by Councillor Turnbull:

That Council approves the issuing of a request for proposal for government relations services as presented to the meeting at C-515-4.5, Appendix A.

CARRIED

**11907
APPROVAL OF THE 2018 PEO
COMMITTEES AND TASK FORCES
MEMBERSHIP ROSTER**

The following item was moved from the in-camera agenda into open session after December 1, 2017:

Moved by President-elect Brown, seconded by Councillor Turnbull:

That the approval of the 2018 PEO Committees and Task Forces Membership Roster as presented to the meeting and amended at C-515-2.13, Appendix A, be moved into open session on December 1, 2017.

CARRIED

There being no further business, the meeting concluded.

These minutes consist of twenty-two pages and minutes 11873 to 11907 inclusive.

B. Dony, P.Eng., Chair

S. Clark, LL.B., Chief Administrative Officer and
Corporate Secretary

STANDING DOWN THE NATIONAL FRAMEWORK TASK FORCE

Purpose: To permanently stand down the National Framework Task Force

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

That Council stand down the National Framework Task Force, with thanks.

Prepared by: Andrew Tapp, Policy Analyst, Tribunals & Regulatory Affairs

Moved by: Christian Bellini, P.Eng., Vice-Chair, National Framework Task Force

1. Need for PEO Action

- PEO has had a National Framework Task Force since 2012, with the purpose of responding to proposals from Engineers Canada to review Framework “Elements” relating to regulation and legislative tools.
- In November 2017, an internal Engineers Canada briefing note described several changes to the Framework for Regulation program. First, Engineers Canada will not be researching new elements to include, and will depend on regulatory staff and Officials Groups (groups consisting of officials from the provincial engineering regulators with similar functions) to introduce issues that require new elements. Second, they no longer require member organizations to endorse and implement new elements, as elements are now meant to “promote discussion and consideration of key regulatory issues and serve as an information resource” rather than be implemented as policy themselves.
- As the Task Force was started with the assumption that Framework elements would become policy and therefore needed to be evaluated as such, this change of focus means that the Task Force is no longer a necessary body.
- The briefing note also stated that three more framework elements will be published by Engineers Canada, but as their endorsement is not necessary, the Task Force is not required to review them.
- The Task Force has not met since March 2017, and has not been allocated funds or resources for 2018. It is therefore appropriate to stand down the National Framework Task Force.

2. Proposed Action / Recommendation

- The Council will stand down the National Framework Task Force.

3. Next Steps (if motion approved)

- The Task Force members will be informed that the task force is being stood down, and they will be sent a memo explaining this decision. They will also be sent a certificate of appreciation, thanking them for their time and effort on behalf of PEO. PEO staff who serve on Engineers

Canada's Officials groups will review any new proposals and seek input from subject matter experts on PEO's committees as necessary.

4. Policy or Program contribution to the Strategic Plan

- The National Framework is not a component of PEO's 2018-2021 strategic plan, but standing down an unnecessary task force is in line with PEO's mandate of effectively regulating the engineering profession.

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

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Standing down the NFTF will not require the expenditure of funds. Standing down task force will also not result in any net gains, as no funds have been allocated to it in the most recent budget.
2 nd	\$0	\$0	
3 rd	\$0	\$0	
4 th	\$0	\$0	
5 th	\$0	\$0	

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • D. Freeman, NFTF Chair, was contacted and expressed no concerns with standing down the NFTF. • A status report from Engineers Canada was requested and received. • A Briefing Note from Engineers Canada noted that future elements would not go through the endorsement and implementation process before being added to the Framework
Council Identified Review	<ul style="list-style-type: none"> • The Task Force was created with the assumption that Engineers Canada members would be obligated to implement framework elements in their own organizations. This requirement no longer exists, and framework elements will no longer need to be endorsed by member organizations. • The last report of the Task Force to Council was in March 2017, after Engineers Canada requested that its members review 17 newly developed elements. The Task Force has not had occasion to meet since that time, and it has not been budgeted any funds or resources for 2018.
Actual Motion Review	<ul style="list-style-type: none"> • This briefing note and motion was created in consultation with the current Chair of the National Framework Task Force, as well as the Volunteer Management unit.

Note: full chronology of events, motion history and reports should be attached in appendices; lengthy reports should include a 1 page (max.) executive summary

7. Appendices

Appendix A - History of the National Framework Task Force

Appendix A - History of the National Framework Task Force

In September 2008, the CEO/Registrar (K. Allen) of PEO presented to Council a framework of a national, integrated licensure model, based on previous recommendations from committees and task forces. The Council directed the Registrar to continue the development of the framework, and to “continue to engage the Council using its knowledge-based approach, including”:

1. *compiling a list of the "problem(s)" with PEO's licensure model, and categorizing these problems to determine "the problem" (source to be identified);*
2. *compiling a list of guiding principles, criteria, constraints, and expectations to be used to judge licensure model options (source to be identified);*
3. *compiling a list of assumptions being made (implicit and explicit) and making an initial determination on their validity (source to be identified);*
4. *identifying the value to both the public and the member in each stage of the current and any proposed licensure model;*
5. *compiling a list of views answering the question, "Who are we?" or "Who should PEO license?"; and*
6. *informing about, and engaging in, the above and future licensure model tasks a wide range of stakeholders (stakeholders identified).*

In October 2008, the Registrar also presented this plan to a joint meeting of the Presidents and Chief Staff Officers of the 12 constituent members of Engineers Canada, who adopted it as the basis for a national framework and formed their own task force to support, promote, and continue developing the framework. Work continued, with the CEO/Registrar conducting extensive stakeholder consultations.

In April 2009, Council held an *in camera* discussion on the six knowledge-based points above, and created their own task force, the PEO National Framework for Membership and Licensure Task Force, to make recommendations based on the items raised at the *in camera* meeting.

In May 2009, the constituent Members of Engineers Canada voted to support the continued development of a national framework, though PEO abstained. In June 2009, Council directed PEO's own taskforce to deliver their report on the framework by September 2009.

This Task Force presented their report to Council in September 2009 as requested. Council stood down the initial review task force and created the PEO National Framework Task Force (NFTF) (C-458-3.4), with the mandate to:

- Explore the potential value to the public and profession of a national framework;
- Participate in the development of PEO's position on a national framework; and,
- Support the active participation of the CEO/Registrar or designate and the two PEO National Framework Task Force members listed in paragraph 2(c) as representatives of PEO on the Canadian National Framework Task Force.

The composition of the NFTF was decided at the November 2009 Council meeting, with Task Force members being drawn from the Academic Requirements Committee, the Experience Requirements Committee, the Registration Committee, and Complaints Committee, as well as the CEO/Registrar and two members appointed by the Executive Committee. D. Freeman was appointed Chair of the task force.

In March 2012, the NFTF, on Council's direction, submitted their first round of comments on Engineers Canada's framework elements. They continued to review elements throughout 2013, and submitted a second round of comments in March 2014.

The NFTF did not meet between April 2014 and October 2016. President G. Comrie approached D. Freeman during the summer of 2016, and asked her to reconvene the committee to discuss the newest set of Framework Elements from Engineering Canada that had been released that Fall. The NFTF reviewed the elements of the Framework, and presented their report to PEO's Council in March 2017. The report gave recommendations for each individual element, and recommended that Council request that Engineers Canada reveal their criteria for including an element in the framework. The motion passed, and PEO's feedback was sent to Engineers Canada.

STANDING DOWN THE REMOVAL OF THE INDUSTRIAL EXCEPTION TASK FORCE

Purpose: To officially stand down the Task Force.

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

That Council stand down the Removal of the Industrial Exception Task Force, effective immediately, with thanks to its members.

Prepared by: Cliff Knox, P.Eng., MBA, FEC, Manager, Enforcement

Moved by: Gary Houghton, P.Eng., ENF Council Liaison

1. Need for PEO Action

- The Task Force was created by a Council motion passed at its 465th meeting on September 24, 2010. Its specific mandate was “to determine how PEO may best assist industry with the implementation of the removal of the industrial exception”.
- The Task Force held 17 meetings between December 2010 and September 2012. It delivered an interim report to Council at its 474th meeting in November 2011, and provided a draft Implementation Plan at that time.
- The primary activity of the Task Force following the presentation of the draft Implementation Plan was to develop the associated components of a Communications Plan and a Compliance Plan. The Compliance Plan led to the development of a “Compliance Toolkit” for industry, and proposing an amendment to Regulation 941, to provide a 12-month implementation period to enable businesses to achieve compliance with the repeal at a reduced cost. Since the repeal was never ultimately proclaimed, the added section 88 of the regulation has not been activated, and there is a separate motion to have it revoked from the regulation.
- A prior motion to stand down the Task Force was prepared for the 483rd Council meeting in February 2013, however the motion was tabled pending the delivery of a final report from the Task Force. Since the repeal of clause 12.(3)(a) of the *Professional Engineer Act*, had not yet been proclaimed by the Ontario government in its implementation of changes under the *Open For Business Act*, It was asked that the Task Force be continued to continue its ongoing communications efforts and facilitate transition for industrial employers.
- On November 26, 2015, the Ontario government’s Fall Economic Statement announced an intention to abandon enacting repeal of the exception, which had been indefinitely deferred from its original proclamation date of September 1, 2013. The government subsequently received royal assent for the *Burden Reduction Act* on March 22, 2017, effectively cancelling the repeal of the industrial exception.
- In accordance with PEO governance policies, a Council motion is required to stand down any committee or task force created by a prior Council motion.

2. Proposed Action / Recommendation

- Council is asked to stand down the Removal of the Industrial Exception Task Force, with thanks to its members.

3. Next Steps (if motion approved)

- Staff will send out letters to notify all task force members on the September 2016 roster, with thanks for their respective contributions.
- Additionally, materials on the PEO website relating to the Task Force will be updated to reflect that it has been stood down.

4. Policy or Program contribution to the Strategic Plan

- N/A.

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

- N/A.

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• It is Council's prerogative to stand down any task force formed as the result of a prior motion upon the substantial completion of its assigned task.
Council Identified Review	<ul style="list-style-type: none">• N/A.
Actual Motion Review	<ul style="list-style-type: none">• The motion has been reviewed by the Deputy Registrar, Regulatory Compliance, and the Registrar.• Due to the prolonged inactivity of the Task Force, its members were not consulted on the motion that it be stood down.

In Camera Session

In-camera sessions are closed to the public

RISK REGISTER

Purpose: To provide Council with an opportunity to review and comment on the risk register.

No motion required

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

1. Status Update

Council tasked the Registrar with developing a risk register.

A risk register is a listing of identified risks that an organization may face and encompasses not only the identified risk and its description, but also includes an assessment of the likelihood and impact of such a risk occurring, when action may be required to address the risk, who or what aspects of the organization are accountable as well as the response and/or mitigation strategy to address the risk.

The purpose of a risk register is to provide Council and management with a structured approach to managing risks. Its benefits are numerous. Referred to as Enterprise Risk Management (ERM), ERM provides an enterprise-wide view of risks, particularly emerging risks, as well as provides an holistic enterprise-wide approach to addressing risks rather than an ad hoc or reactionary response framework. ERM aligns the management of risk to the objectives of the organization and provides an enhanced tool for decision-making. In addition, ERM allows an organization to identify and explore opportunities as well as a methodology to assess trends and risk appetite. ERM also strengthens organizational governance for Council and management through the identification and assignment of risk management accountability. Finally, ERM enhances the communication of risk across an organization and thus broadens the understanding throughout the organization of current and emerging risks.

A draft risk register was developed over the course of Q2 and Q3, 2017 with input from the senior management team (SMT) and is attached at Appendix A.

The Executive Committee reviewed the risk register at its meeting on October 30, 2017 and requested that the risk register be circulated to Council. The Register was first presented to Council at its November 2017 meeting.

Also attached is a Heat Map which identifies the number of risks associated with each likelihood and impact sector (Appendix B) and the Risk Assessment Scales used to develop the overall risk score (Appendix C).

Appendices

- Appendix A – Risk Register
- Appendix B – Heat Maps
- Appendix C – Risk Assessment Scales

Professional Engineers Ontario
Risk Register v6

C-516-5.1
Appendix A - Revised

Risk #	Risk Factor / Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
1	Vision or Strategy A lack of vision, strategy or direction could result in the public interest not being protected, diminished public confidence and diminished engagement with licence holders.	1	4	4	Strategic	action not required	Council	Strategic plan in place. Strategic plan progress reviewed by Council quarterly.
2	Conflict of Interest Councillors guided by self-interest could result in liability for Councillors and the organization. Public interest may not be protected, sacrificed for self-interest.	1	4	4	Strategic	annually	Council	Training for new Councillors.
3	Disaster Recovery / Business Continuity Plans Lack of clear protocols in the event of an emergency, IT systems not available for extended period, offices closed or inaccessible for an extended period.	2	4	8	Strategic	1 - 2 years	Registrar	Creation of protocols to deal with emergencies, business interruptions. Health and Safety Committee established. First-aid training provided for staff. Fire wardens appointed and trained. Create emergency communication plan.
4	Succession planning for Registrar and senior management A lack of succession planning for the positions of Registrar and SMT could result in delays in decision-making and loss of knowledge.	3	3	9	Operational Human Resources	6 - 12 months	Council	Succession planning in place for Registrar and SMT. Job descriptions kept up-to-date.
5	High staff turnover Operations suffers, projects delayed.	2	3	6	Operational Human Resources	3 - 6 months	Registrar	Employer of choice strategy. Succession planning strategy to engage P.Eng staff.

Professional Engineers Ontario
Risk Register v6

6	Ineffective recruitment processes Poor staff hires/volunteer engagement, high turnover may result in loss of productivity	1	3	3	Operational Human Resources	action not required	Registrar	Procedures established for recruiting and on-boarding new staff and volunteers.
7	Human Resources Information System (HRIS) and Payroll System HRIS system and payroll system are unsupported by 3rd party provider, may be vulnerable to security breach, systems become unavailable, staff information may be compromised, staff could experience delays in getting paid.	4	4	16	Operational Human Resources	12 - 18 months	Registrar	RFP to be conducted; new HRIS system identified; and system to be implemented in 2019
8	Staff Resiliency Disruptions in staffing cause increased workloads for remaining staff, processing backlogs / delayed projects	4	4	16	Operational Human Resources	immediately	Registrar	Resiliency plan to be developed.
9	Information Security / Cyber Attack Unintentional breach of data. Hacking compromises data integrity or threatens reputational damage to organization or staff.	3	5	15	Operational Information Technology	immediately	Registrar	Data sharing agreements are monitored for compliance. Development and implementation of Cyber Risk Response Plan. IT security systems (e.g. firewalls) in place.
10	Out of date and unsupported IT software, operating systems and equipment Out of date and unsupported IT software, operating systems and equipment leaves PEO vulnerable to: no warranty support; increased costs and repair time; no replacement parts; diminished compatibility with new technologies; exposure to security breaches.	4	4	16	Operational Information Technology	1 - 2 years	Registrar	Out of date and unsupported IT software, operating systems and equipment are upgraded/replaced.

Professional Engineers Ontario
Risk Register v6

C-516-5.1
Appendix A - Revised

11	Inadequate Financial and Operational Controls Inability to deter or detect misappropriation of assets, financial statement fraud, or corruption. Management override of internal controls. Inability to get a "clean" audit report. Poor financial planning and management.	1	3	3	Operational Financial	annually	Registrar	Financial and operational controls/policies in place. External auditor reviews financial controls annually. Monthly financial reports reviewed. FIC/AUC quarterly and annual review.
12	Income Sources Income source not keeping pace with expenses.	3	5	15	Operational Financial	annually	Registrar	Review Reserve Fund Policy periodically. Ensure adequate reserve fund. Monitoring by Finance, FIC/AUC.
13	Reserve and investment funds performance Exposure to market risk and fluctuations in market conditions. Pension liability - underfunding.	3	4	12	Operational Financial	annually	Registrar	Investment management firm in place. Annual disclosure in financial statements. Investment Sub-committee in place. Ongoing review of cash flow status and projections undertaken. Reserve Policy in place. Reserve fund sufficient to cover liability exposure.
14	Loss of not-for-profit tax status. Excess profits cause PEO to pay corporate taxes	1	3	3	Operational Financial	annually	Registrar	CRA communications monitored. Regular, ongoing discussions with auditor.
15	Contract Management Onerous terms and conditions. Liabilities for non-performance.	2	3	6	Operational Legal	action not required	Registrar	Project management framework in place. Contracts reviewed by project manager, subject matter experts, finance, legal counsel. Procurement Policy in place.
16	Compliance with Legislation Legal requirements not be met, government remittances not made.	1	3	3	Operational Legal	12 - 18 months	Registrar	Register of applicable legislation and compliance requirements in place.
17	Corporate reporting requirements not met Failure to file corporate annual returns.	1	3	3	Operational Legal	annually	Registrar	Control system in place with functions allocated.

Professional Engineers Ontario
Risk Register v6

C-516-5.1
Appendix A - Revised

18	40 Sheppard - Security Assets may be stolen, damaged or otherwise compromised. Health and safety of people may be compromised.	3	2	6	Operational Facilities	9 - 12 months	Registrar	3rd party security firm consulted and in place, security equipment and measures installed.
18	40 Sheppard - Vacancies Loss of tenants, vacancies.	3	3	9	Operational Facilities	immediately	Registrar	Property management firm and leasing broker in place.
20	40 Sheppard - Property Physical Condition Condition of property sub-optimal may result in reduced leasing opportunities. Lack of condition oversight may result in increased capital expenditures and repair costs.	2	3	6	Operational Facilities	action not required	Registrar	Building condition reports. Retention of qualified service contractors and other professionals. Preventative maintenance programs. Reserve funds sufficient to cover repairs.
21	Backlog in complaints investigations Influx of files prevents timely processing.	1	3	3	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
22	Backlog in academic requirement assessments. Influx of files prevents timely processing.	1	4	4	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
23	Backlog in experience requirements assessments. Influx of files prevents timely processing.	1	4	4	Operational Regulatory	immediately	Registrar	Trend analysis; Reserve fund available for contingencies; Additional staff hired; Council watching brief
24	Backlog of enforcement investigations Influx of files prevents timely processing.	1	3	3	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
25	Registration Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Operational Regulatory	annually	Council	Training provided to REC members and Council meeting updates.
26	Discipline Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Operational Regulatory	annually	Council	Training provided to DIC members; Council meeting updates; Executive Leadership intervention

Heat Maps v4

The following maps risk likelihood and impact. Chart 1 indicates the number of risks associated with each sector. Chart 2 indicates specific risks in each sector.

C-516=5.1
Appendix B
(revised)

Chart 1

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5					
	Likely 4				3	
	Possible 3		1	3	1	2
	Unlikely 2			4	1	
	Rare 1			7	4	

Chart 2

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5					
	Likely 4				<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">7</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">10</div> </div> <div style="display: flex; justify-content: center; margin-top: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">8</div> </div>	
	Possible 3		<div style="border: 1px solid blue; border-radius: 50%; padding: 2px; display: inline-block;">18</div>	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">4</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">19</div> </div> <div style="display: flex; justify-content: center;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">26</div> </div>	<div style="border: 1px solid blue; border-radius: 50%; padding: 2px; display: inline-block;">13</div>	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">9</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">12</div> </div>
	Unlikely 2			<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">5</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">15</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">20</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">25</div> </div>	<div style="border: 1px solid blue; border-radius: 50%; padding: 2px; display: inline-block;">3</div>	
	Rare 1			<div style="display: flex; flex-wrap: wrap; justify-content: space-around; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">6</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">11</div> </div> <div style="display: flex; justify-content: center; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">14</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">16</div> </div> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">17</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">21</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">24</div> </div>	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">1</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">2</div> </div> <div style="display: flex; justify-content: center;"> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">22</div> <div style="border: 1px solid blue; border-radius: 50%; padding: 2px;">23</div> </div>	

Risk Assessment Scales

C-516-5.1
Appendix C

Likelihood

1	Rare (0-30%)	The event is unlikely to occur. A risk that is relatively unknown and has not been experienced to date.
2	Unlikely (30-50%)	The event is likely to occur only once in every 11-50 years
3	Possible (50-70%)	The event is likely to occur only once in every 1-10 years
4	Likely (70-90%)	The event is likely to occur once per year
5	Almost Certain (>90%)	The event is likely to occur more than once per year

Severity of Impact Benchmarks

1	Insignificant	<p>The consequences can be dealt with by routine operations.</p> <ul style="list-style-type: none"> • Low financial Impact <\$10,000 • No publicity • Compliance breaches administrative only
2	Minor	<p>A threat to the efficiency or effectiveness of some aspects of the business operations, but at a level that can be dealt with internally.</p> <ul style="list-style-type: none"> • Medium financial impact \$10,000-\$99,000 • Local media attention creating awareness of the situation • Safety - low potential for injury to an individual or several individuals • Compliance breach requiring rectification
3	Moderate	<p>Functions of the business could be subject to significant review or changes to operations.</p> <ul style="list-style-type: none"> • High financial impact \$100,000 - \$1,999,999 • Local media attention creating adverse publicity • Safety - moderate potential for Injury to an individual or several individuals • Fines or penalties for non-compliance, systemic compliance breaches
4	Major	<p>Would produce a threat to the survival or effective performance of the business.</p> <ul style="list-style-type: none"> • Major financial impact \$2,000,000 - \$9,999,999 • National publicised reputational event (e.g. Privacy, WSIB, Workplace death) • Safety - high potential for an Injury to an Individual or several Individuals • Regulatory action involving penalty imposition and/or requirement for remediation leading to a restriction of activity
5	Catastrophic	<p>The consequences may threaten the business survival.</p> <ul style="list-style-type: none"> • Financial impact \$10,000,000 or more • Safety - high potential for severe injury to an individual or several individuals • Reputational impact resulting in key stakeholders withdrawing services or business (e.g. government, banks) • Business activity limitation or cessation through regulatory intervention

Update from Public Information Campaign Task Force

Purpose: Status report on the work of the Public Information Campaign Task Force

No motion required

Prepared by: Marilyn Spink, P.Eng., Chair, Public Information Campaign Task Force

1. Status Update

Vice President Spink, P.Eng., to provide a verbal update on the work of the Public Information Campaign Task Force.

2. Background

The following mandate of the task force was confirmed by Council in February 2017:

“Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

Briefing Note – Information

C-516-5.3

LEGISLATION COMMITTEE UPDATE

Purpose: To inform Council of the recent activities of the Legislation Committee.

Motion(s) to consider:

none required

Councillor Bellini, P.Eng., Chair of the Legislation Committee, will provide a report on activities of the Legislation Committee.

OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE

Purpose: To inform Council of the recent activities of the OSPE – PEO Joint Relations Committee.

Motion(s) to consider:

none required

President Dony, P.Eng., will provide an update on behalf of the OSPE-PEO Joint Relations Committee.

Briefing Note – Information

C-516-5.5

ENGINEERS CANADA UPDATE

Purpose: To inform Council of the recent activities of Engineers Canada

Motion(s) to consider:

none required

Chris Roney, P.Eng., EC Past President and one of PEO's Directors on the Engineers Canada board, will provide an oral report.

COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION STATISTICS

Purpose: To provide a statistical report to Council regarding Complaints, Discipline, Licensing and Registration.

No motion required

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

- Standing report was requested at the September 2009 meeting of Council.

2. Appendices

- Appendix A – Complaints Statistics
- Appendix B – Discipline Statistics
- Appendix C – Licensing Statistics
- Appendix D – Registration Statistics

COMPLAINTS & INVESTIGATION STATISTICS

	2015	2016	2017
COC's Caseload			
Filed Complaints ¹ not disposed of by COC at previous year-end	105	86	75
Complaints Filed (<i>PEAct s. 24. 1(a)</i>) during the Year	62	64	63
Total Caseload in the Year	167	150	138
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	81	75	73
Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)	86	75	65
COC's Disposition of Complaints			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (<i>PEAct s. 24. 2(a)</i>)	7	6	8
Direct that the matter not be referred. (<i>PEAct s. 24. 2(b)</i>)	56	48	44
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (<i>PEAct s. 24. 2(c)</i>)	18	21	21
COC's Timeliness Regarding the Disposition of the Complaint²			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	6	3	7
Complaint disposed of after more than 180 days of filing	75	72	66
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo rolling avg.)			
Average # Days	571	456	562
Minimum # Days	91	120	97
Median # Days	308	285	343
Maximum # Days	1686	1901	2327

¹ Signed Complaint Form filed with the Registrar.

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

Status of Active Filed Complaints

Active Filed Complaints - Total		65
<i>Complaints filed more than 180 days ago</i>	31	31
Pending Approval and Reason regarding COC Decision	5	
Complaints under active consideration by COC	9	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	17	
<i>Complaints filed between 91-180 days ago</i>	21	21
Pending Approval and Reason regarding COC Decision	3	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	18	
<i>Complaints filed within the past 90 days</i>	13	13
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	13	

Note:

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

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

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

DISCIPLINE STATISTICS – February 2018 Council Meeting Report

Discipline Phase

	2015	2016	2017	2018
				(as of Jan 15)
Matters Referred to Discipline	8	6	8	0
Matters Pending (Caseload)	17	17	14	14**
Written Final Decisions Issued	5*	8	10	0
<i>DIC Activity</i>				
Pre-Hearing Conferences Held	6	5	8	1
Hearings Phase commenced (but not completed)	2	2	1	0
Hearings Phase completed (but no D&R issued)	5	6	2	0

*One matter was stayed in 2012, and a motion regarding costs was heard in January 2013. Note: this matter was still counted into the number of “Matters Pending (Caseload)” in 2012, but no longer counted in 2013. Decision on motion (hearing in January 2013) was issued by Panel on May 15, 2015.

**One matter is currently under appeal (by PEO); and, one matter is under Judicial Review.

Table “A” – Timeline summary for matters in which written Decisions and Reasons were issued in **2017**

File Number	Hearing date(s)	Date of written Decision	Approx. length of time from the last Hearing date to date of written Decision
L05 14-23	January 25 & 26, 2016	January 23, 2017	1 year
L05 15-18	January 4, 2017	March 27, 2017	3 months
L05 15-39	March 27, 2017	May 4, 2017	1 month
L05 09-36	February 7, 2017	June 9, 2017	4 months
L05 12-06	September 16 and 17, 2015	August 31, 2017	nearly 2 years

L06 14-08	July 24, 2017	September 13, 2017	1.5 months
L05 15-60	September 20, 2017	October 24, 2017	1 months
L05 05-26	Via written submissions (June 2013)	Decision on Cost October 31, 2017	4 years and 4 months
L05 11-22	N/A (member deceased; company defunct)	October 31, 2017 (DIC order – loss of jurisdiction; closed via DIC Chair order)	
L05 14-58	October 5, 2016; December 12, 13, 14, 2016; April 3, 4, 5, 17, 2017	December 7, 2017	7.5 months

**PROFESSIONAL ENGINEERS ONTARIO
P. ENG. STATISTICS
2017**

C-516-5.6-App C

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Members on Register													
Beginning	80,565	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	81,365	81,459	81,680	80,565
New Members	277	217	242	172	219	317	255	278	194	276	365	374	3,186
Reinstatements	81	86	75	62	55	32	36	50	39	31	51	19	617
Resignation - Regular	(63)	(23)	(46)	(32)	(34)	(50)	(44)	(50)	(42)	(42)	(69)	(34)	(529)
- Retirees	(32)	(12)	(18)	(15)	(17)	(33)	(28)	(20)	(57)	(31)	(31)	(27)	(321)
Deceased	(46)	(26)	(42)	(24)	(22)	(33)	(13)	(38)	(32)	(19)	(45)	(12)	(352)
Deletions - Regular	(130)	(102)	(73)	(104)	(52)	(53)	(98)	(57)	(47)	(57)	(45)	(43)	(861)
- Retirees	(87)	(3)	(4)	(103)	0	(5)	(67)	(6)	(4)	(64)	(5)	1	(347)
Total Ending	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	81,365	81,459	81,680	81,958	81,958
Members on Register Summary													
Full Fee Members	66,373	66,369	66,396	66,398	66,544	66,614	66,560	66,644	66,438	66,356	66,370	66,459	66,459
Partial Fee Remission - Retired	12,479	12,513	12,570	12,496	12,544	12,629	12,605	12,617	12,687	12,707	12,776	12,829	12,829
Partial Fee Remission - Health	216	218	221	225	226	225	349	351	359	360	363	364	364
Fee Remission - Maternity and/or Parental Leave , Postgraduate Studies and other	1,497	1,602	1,649	1,673	1,627	1,648	1,643	1,702	1,881	2,036	2,171	2,306	2,306
Total Membership	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	81,365	81,459	81,680	81,958	81,958
Membership Licence													
Net Applications Received	325	325	372	317	338	340	273	288	342	319	322	244	3,805
Applications Approved for FCP	240	78	63	66	77	145	240	313	244	346	329	215	2,356
Female Members on													
Register - Beginning	8,598	8,624	8,647	8,679	8,704	8,726	8,771	8,793	8,844	8,863	8,908	8,978	8,598
New Female Engineers	26	23	32	25	22	45	22	51	19	45	70	77	457
Total Female Engineers	8,624	8,647	8,679	8,704	8,726	8,771	8,793	8,844	8,863	8,908	8,978	9,055	9,055

**PROFESSIONAL ENGINEERS ONTARIO
ENGINEER IN TRAINING - STATISTICS
2017**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Recorded													
Beginning of Month	13,097	13,256	13,508	13,526	13,462	13,385	13,234	13,342	13,439	13,559	13,755	13,868	13,097
New Recordings	358	466	236	219	252	190	292	340	493	414	477	469	4,206
Reinstatements	40	49	34	30	30	52	35	54	23	51	47	37	482
P. Eng. Approvals	(83)	(60)	(82)	(62)	(63)	(103)	(110)	(83)	(75)	(133)	(169)	(259)	(1,282)
Resignations/Deletions	(29)	(83)	(19)	(89)	(154)	(40)	(13)	(121)	(269)	(82)	(162)	(122)	(1,183)
Lapse/Non Payment	(127)	(120)	(151)	(162)	(142)	(250)	(96)	(93)	(52)	(54)	(80)	(93)	(1,420)
Deceased	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Ending	13,256	13,508	13,526	13,462	13,385	13,234	13,342	13,439	13,559	13,755	13,868	13,900	13,900
Female Recording on Register													
Beginning	2,690	2,734	2,787	2,797	2,783	2,768	2,745	2,782	2,782	2,843	2,868	2,905	2,690
New Female Recordings	44	53	10	(14)	(15)	(23)	37	0	61	25	37	30	245
Total Female Recordings	2,734	2,787	2,797	2,783	2,768	2,745	2,782	2,782	2,843	2,868	2,905	2,935	2,935

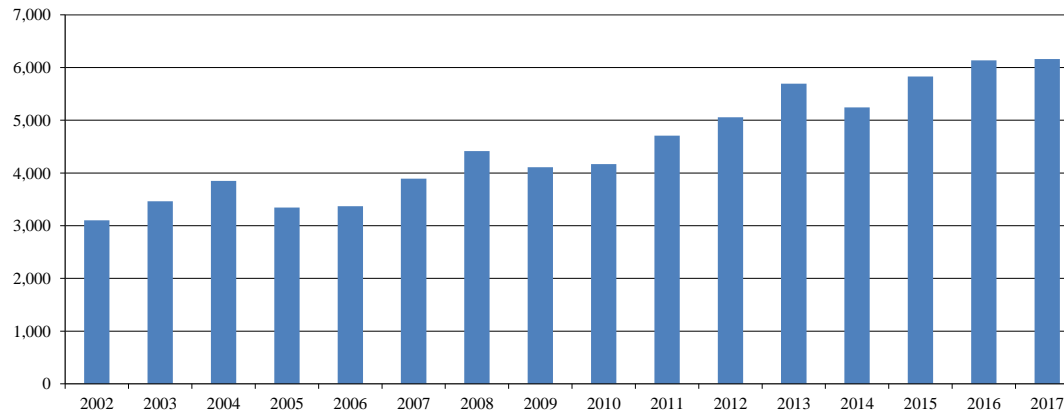
**PROFESSIONAL ENGINEERS ONTARIO
CERTIFICATE OF AUTHORIZATION - STATISTICS
2017**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
C of A Holders - Beginning													
Regular	5,460	5,479	5,469	5,479	5,507	5,516	5,546	5,579	5,612	5,616	5,616	5,559	5,460
Temporary	25	25	24	25	24	24	24	27	26	27	26	26	25
Sub Total	5,485	5,504	5,493	5,504	5,531	5,540	5,570	5,606	5,638	5,643	5,642	5,585	5,485
New Certificates Issued													
Regular	50	68	46	45	34	51	47	46	30	27	39	29	512
Temporary	0	1	1	0	0	1	3	1	1	0	1		9
Sub Total	50	69	47	45	34	52	50	47	31	27	40	29	521
Reinstatements													
Regular	2	1	0	1	2	0	0	1	0	4	0	1	12
Temporary	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub Total	2	1	0	1	2	0	0	1	0	4	0	1	12
Deletions													
Closed	(31)	(79)	(36)	(18)	(27)	(20)	(13)	(14)	(26)	(31)	(96)	(16)	(407)
Suspended, Revoked and other	(2)	0	0	0	0	(1)	(1)	0	0	0	0	0	(4)
Temporary	0	(2)	0	(1)	0	(1)	0	(2)	0	(1)	(1)	0	(8)
Sub Total	(33)	(81)	(36)	(19)	(27)	(22)	(14)	(16)	(26)	(32)	(97)	(16)	(419)
Total Ending													
Regular	5,479	5,469	5,479	5,507	5,516	5,546	5,579	5,612	5,616	5,616	5,559	5,573	5,573
Temporary	25	24	25	24	24	24	27	26	27	26	26	26	26
	5,504	5,493	5,504	5,531	5,540	5,570	5,606	5,638	5,643	5,642	5,585	5,599	5,599

**PEO STATISTICS
APPLICATIONS RECEIVED
2002 - 2017**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
JANUARY	341	539	440	364	316	308	372	336	393	414	397	440	530	561	453	565
FEBRUARY	222	260	345	259	319	257	234	338	276	278	384	422	380	422	460	403
MARCH	234	169	298	340	316	272	345	379	373	453	398	428	395	368	265	435
APRIL	277	279	304	269	291	280	381	294	239	338	297	414	361	356	484	383
MAY	299	394	425	270	298	293	278	279	303	314	353	394	324	292	450	415
JUNE	220	221	337	264	273	279	332	320	306	322	374	388	356	472	421	485
JULY	265	200	297	286	254	355	460	395	332	398	482	529	486	555	554	513
AUGUST	269	357	272	301	285	367	413	326	358	493	508	505	495	547	638	601
SEPTEMBER	352	455	382	254	251	333	415	402	383	451	388	512	542	466	567	586
OCTOBER	206	257	253	263	282	396	419	428	372	469	540	646	568	648	566	665
NOVEMBER	238	190	236	304	226	505	430	340	497	481	503	525	416	565	754	651
DECEMBER	178	140	261	168	260	248	334	270	336	295	432	491	392	576	525	459
TOTAL	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	6,137	6,161
MONTHLY AVERAGE	258	288	321	279	281	324	368	342	347	392	421	475	437	486	511	513
YEAR TO DATE	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	6,137	6,161

Applications Received - Year To Date



REGISTRATION STATISTICS – January 2018 Council Meeting Report

Registration Phase

2015 2016 2017 2018
(as of Jan 15, 2018)

Requests for Hearing	4	1	3	0
Premature Applications (no Notice of Proposal)	2	6	1	0
Matters Pending (Caseload)	10	4*	6	5**
Written Final Decisions Issued	2	1	5	0
Appeals to the Divisional Court	1	0	0	0
<i>REC Activity</i>				
Pre-Hearing Conferences Held	3	0	2	1
Hearings Phase completed, but no D&R issued	2	1	0	0

*Several matters were closed this year as premature, or withdrawn by the applicants who filed a request for hearing.

** In early 2018 the Registrar granted a license to one of the applicants; no hearing required; closed the file.

Briefing Note – Information

C-516-5.7

GOVERNMENT LIAISON COMMITTEE (GLC) UPDATE

Purpose: To inform Council of the recent activities of the Government Liaison Committee.

Motion(s) to consider:

none required

Councillor Turnbull, P.Eng., will provide an update on behalf of the Government Liaison Committee.

Briefing Note – Information

C-516-5.8

PROFESSIONAL STANDARDS COMMITTEE (PSC) UPDATE

Purpose: To inform Council of the recent activities of the Professional Standards Committee.

Motion(s) to consider:

none required

Councillor Wesa, P.Eng., will provide an update on behalf of the Professional Standards Committee.

COUNCILLORS ITEMS

- a) **Notices of Future Agenda Items**
- b) **Councillors' Questions**

Purpose: To provide Councillors with an opportunity to provide notice of items for inclusion on the next Council meeting agenda, and to ask questions.

No motion required

Prepared by: Dale Power, Secretariat Administrator