

### Questions for the 2019 All Candidate Meetings - General

<p>What do you see as the most important issue facing PEO today? What would you do to address this issue?</p>	<p>I think that there are two most important issues facing PEO today that are inter-related. Firstly, the value of our profession and license and consequently the relevance of PEO has been suffering in the public view. Secondly, PEO's focus has been drifting away from its regulatory mandate towards non-regulatory and non-essential activities.</p> <p>I believe that the second issue has resulted in the occurrence of the first issue.</p> <p>The main mandate of PEO is to regulate the engineering profession by protecting the public interest which made the organization directly relevant in society. With PEO's focus drifting away from its regulatory mandate, the effectiveness of its regulatory pillars (licensing, enforcement and discipline) are suffering. This has made PEO less effective in protecting and serving the public interest, which has reduced the relevance of our license in the public view and, as a result, of PEO itself.</p> <p>A regulatory body that is not focused on its regulatory function sets itself down a path to become obsolete.</p> <p>If I were elected, I would strongly advocate to refocus on our main regulatory pillars: licensing, enforcement and discipline. Our strength in these roles directly impacts our ability to protect the public interest and, in turn, improves the relevance and value of our profession and licence in society dramatically.</p> <p>I would like to encourage voters to visit my website (<a href="http://juwairiaobaid.com">juwairiaobaid.com</a>) where I have provided evidence-based details on PEO's shortcomings on these three regulatory pillars as well as my specific proposed solutions.</p>
<p>What do you see as the biggest threat to PEO as a self-governing body?</p>	<p>One of the biggest threats to our self-governance is the lack of a comprehensive Leadership Development Program. A cornerstone of our self-regulation is that we are led and run by volunteers at the chapter and head office level.</p>

	<p>For the future of our self-regulated profession, it is essential that PEO's volunteers be given the opportunities and tools to develop and enhance the skills and knowledge required to become visionary and progressive leaders, including an understanding of PEO's governance structure, its regulatory framework, policies and Wainerg's rules -essentially the knowledge required to run the organization.</p> <p>This is especially important in the face of the term limits provisions, to ensure the continued resilience of our organization and for the continuation of our self regulation privilege.</p> <p>During PEO's AGM in April 2018, I put forth a member's motion regarding the development of a Leadership Development Program, designed to build high performing leadership capacity within PEO. The motion passed successfully with over 80% voting in favor. I am currently working diligently to finalize the specifics of the program for presentation to Council.</p>
<p>What is your vision for PEO over the next five years?</p>	<ul style="list-style-type: none"> <li>• Returning to our regulatory roots by focusing on the licensing, enforcement and discipline functions through addressing and resolving the current key issues, and thus returning to our mandate.</li> <li>• Refocusing financial resources such that our financial plan is in line with our mandate and our strategic plan, with an increased transparency of the organization's financial decisions through regular member communication.</li> <li>• Empowering chapters to truly become an integral part of the organization, where they are actively involved in decision making and regulatory outreach.</li> <li>• Development and implementation of a comprehensive Leadership Development Plan.</li> <li>• Development of an organizational resiliency plan.</li> <li>• A much better relationship fostered with our sister organization, OSPE.</li> </ul>
<p>What, if any, value do you see in PEO efforts to increase the rate</p>	<p>The P.Eng. designation signifies high standards of engineering knowledge, experience and</p>

of licensure of engineering graduates (Canadian or internationally trained)?

professionalism. Professional engineers are expected to hold the public interest paramount above all else, which makes our licence directly relevant in society and increases the respect and credibility of our great profession.

However, lately, PEO's focus has been divided and licensing has not kept its usual top position on the list of the organization's priorities.

Feedback from new licence holders and from applicants has shown that the licensing process has become too onerous over time due to backlogs and inconsistencies throughout the process. The message of these shortcomings is spreading through applicant and employer circles, discouraging applicants from applying and making employers more prone to not expecting employees to apply. This creates a cycle that dramatically undervalues the P.Eng. licence in society.

Feedback from focus groups conducted by the Public Information Campaign task force showed that the licensing process was perceived as too onerous and that the licence was seen to have little significant value in the eyes of employers, contributing little to career progression.

The Regional Councillors Committee has numerous open cases pertaining to licensing from different regions and chapters, with a focus on perceived poor customer service from PEO staff.

In my role as the Chair of the Licence Presentation Committee in Mississauga Chapter for three years, I myself learned first-hand from our members of the challenges that they faced with PEO's licensing process. Furthermore, my husband and I faced these challenges personally ourselves through our paths to obtaining licensure.

Current statistics prepared by PEO's own Director of Policy & Professional Affairs show that **72% of all license holders are above 46 years old.** While it is wonderful to see the wealth of experienced engineers in the workforce, it is troubling to note that they will likely not have an ample new generation of licence holders to pass their knowledge on to. These

	<p>are the numbers despite an increase in the number of engineering graduates.</p> <p>So, to answer your question, the value of PEO's efforts in increasing our rate of licensure is in the organization's relevancy. We need to address the rate of licensure to ensure that our licensure remains relevant in professional circles as well as in society. If the number of practicing professional engineers were to drop dramatically in the near future, it would impact the resiliency of our organization significantly.</p> <p>If elected, I will passionately advocate for exploring effective strategies to improve the current shortcomings of PEO's licensing process. Our chapters have an important role to play in this to ensure that key facts reach engineering communities, and to convey people's experiences to the Regional Councillor so that they can ensure that these voices are heard and addressed at the Council level. I will ensure that chapters, engineering applicants and practitioners are well involved in this conversation, to develop and implement strategies that are well-informed, member-driven, resilient and long-lasting.</p>
<p>How effective is PEO in protecting the public interest?</p>	<p>The main mandate of PEO is to regulate the engineering profession, by protecting the public interest through upholding high academic, experience and professional standards for the profession.</p> <p>However, lately, PEO's focus has been drifting away from a regulatory one as we get more involved in non-regulatory and non-essential activities. This has made PEO less effective in protecting the public interest.</p> <p>Our organization's priorities have been shifting away from our main regulatory pillars: licensing, enforcement and discipline. These are the key functions that helps us achieve our mandate of protecting the public interest by ensuring that engineering work is performed by licenced professional engineers, and to ensure that mistakes are held accountable through discipline.</p> <p>Thus, lately we have not been as effective in</p>

	<p>achieving our regulatory pillars and have thus not been as effective in protecting the public interest.</p>
<p>How will you manage the simultaneous time demands of your day-job and your role on Council?</p>	<p>I work as a Senior Program Advisor at the Ontario Ministry of the Environment, Conservation and Parks. I have previously held different roles within different branches at the same Ministry.</p> <p>One thing in common between all my managers and branches has been their support of my activities with PEO, within the chapter system as well as within head office committees.</p> <p>I have been truly humbled by the wealth of professional growth opportunities that have been offered to me by my employer, as well as their support of me giving back to the profession through my volunteering activities.</p> <p>In my 6 years of volunteering experience with PEO, I have not had any problems in managing the time demands of my day-job and my volunteering commitments. I do not see any such problems arising in the future with my role on Council.</p>
<p>Describe any involvement you've had as a volunteer with PEO.</p>	<p><u>PEO Mississauga Chapter Executive Board:</u></p> <ul style="list-style-type: none"> <li>• Executive Board Member (2013-2017)</li> <li>• Licence Presentation Chair (2014-2016)</li> <li>• Chapter Vice Chair (2017-2018)</li> <li>• Promoted the value of the profession in public via media <ul style="list-style-type: none"> <li>○ organized a 2014 licence ceremony that was televised on Rogers TV</li> <li>○ organized a 2015 licence ceremony that was prominently featured in Mississauga News</li> <li>○ coordinated the effort to select and prepare a local engineering practitioner to participate in a panel discussion on a Rogers TV segment 'Shop Locally -Professionally'</li> </ul> </li> <li>• Led and organized conferences, formed chapter partnerships with local entities</li> </ul> <p><u>PEO Committees &amp; Subcommittees</u></p> <ul style="list-style-type: none"> <li>• Central Election &amp; Search Committee (for Council elections 2017 &amp; 2018)</li> <li>• Chapters Leaders Conference Committee (for</li> </ul>

	<p>2016, 2017 &amp; 2018 conferences)</p> <ul style="list-style-type: none"> <li>• Enforcement Committee (2018-present)</li> <li>• Chapter Outreach Enforcement Subcommittee (2018-present)</li> </ul> <p><u>Other Leadership Initiatives</u></p> <ul style="list-style-type: none"> <li>• Presented a motion at the 2018 PEO AGM for a Volunteer Leadership Development Program to train and empower chapter volunteers (motion passed)</li> <li>• Peer-Reviewed the Draft Report by PEO’s Council Term Limits Task Force</li> <li>• Engineers Foundation (2016-2017)</li> <li>• Served as head judge in Engineering Idol 2018, organized by PEO’s Etobicoke Chapter</li> </ul>
<p>Have you been involved as a volunteer with other organizations?</p>	<ul style="list-style-type: none"> <li>• Engineers Foundation</li> <li>• Served as a judge in the First Lego League (FLL) robotics competitions at the regional, provincial and international levels to promote the engineering profession at the middle school level</li> </ul>
<p>What weaknesses, if any, should PEO seek to improve?</p>	<ul style="list-style-type: none"> <li>• Lately, PEO’s focus has been drifting away from a regulatory one towards one that is not in line with our mandate and strategic plan. This has reduced our relevance in society. PEO needs to refocus on our main regulatory pillars: licensing, enforcement and discipline. These pillars have lately taken a backseat in terms of prioritization where PEO has been more involved with non-regulatory and non-essential activities. This has reduced our relevance and the value of our profession and licence in society.</li> <li>• PEO needs to focus its efforts in increasing the rate of licensure by removing barriers to licensure. Current statistics prepared by PEO’s own Director of Policy &amp; Professional Affairs show that 72% of all license holders are above 46 years old. Thus, increasing the rate of licensure is essential to ensure the relevance of our profession, license and organization.</li> <li>• PEO currently lacks a Leadership Development Program. In the face of term limits, there is no formalized resiliency plan to ensure knowledge</li> </ul>

	<p>transfer from current leaders to future leaders. In order to retain our self-regulating privilege, PEO needs to have trained and progressive leaders to take the organization forward into the future with the tools and knowledge required to run it.</p> <ul style="list-style-type: none"> <li>• The Professional Engineers Act states that promoting public awareness is one of the organization’s objectives. In the November 2018 Council meeting, the Public Information Campaign task force was suspended due to budget cuts, while many non-regulatory and non-essential activities were retained. The suspension of the task force’s efforts will be counter-productive in improving our relevance in the public eye.</li> <li>• PEO’s financial planning is not currently transparent in front of its members. PEO only shares annual financial reporting (lacking much detail) with its members at its AGM with a time clock on questions. Details of financial decisions made during Council meetings should also be shared with its members for transparency and accountability. I attended the November 2018 Council meeting as a guest and was surprised at how much information was not widely shared with the members. Furthermore, the minutes for this meeting did not include these details either.</li> <li>• Our chapter system has a lot of great volunteers that are located in a geographic manner that would greatly help get PEO’s messages across to a wider audience within the province. Unfortunately, the great potential of the chapter system is underutilized at this moment. It is important to empower chapters to truly become an integral part of the organization, where they are actively involved in decision making and regulatory outreach. In addition, the chapter system should also be effectively used as a communication route between members and Council to have member voiced heard.</li> </ul>
<p>What are PEO’s strengths as a regulator?</p>	<p>PEO’s strengths as a regulator are focused on its ability to issue licenses to practitioners, its ability to take enforcement action, and its ability to discipline its members. These three regulatory pillars are the</p>

	<p>backbone of our regulatory mandate and our strength in these roles directly impacts our ability to protect the public interest and, in turn, improves the relevance of our profession and licence in society.</p> <p>Refocusing on these regulatory pillars will once again strengthen PEO as an organization.</p> <p>In addition, one of PEO's great strengths as a regulator is its dedicated staff and volunteers who carry out its regulatory functions. Despite limited resources, these dedicated individuals work diligently and resourcefully to uphold PEO's regulatory mandate.</p>
<p>What is the role of Engineers Canada?</p>	<p>The first steps towards establishing a legal status for the profession of engineering began in the late 19th century. By 1930, many provincial legislations were in place but lacked consistency and started discussing how they could be brought into greater harmony.</p> <p>In 1936, Engineers Canada was created (known at the time as the Dominion Council of Professional Engineers).</p> <p>The members of Engineers Canada are the provincial and territorial engineering regulators within Canada, who establish its core purposes.</p> <p>Today, Engineers Canada upholds the honor, integrity and interests of the engineering profession by supporting consistent high standards in the regulation of engineering, encouraging the growth of the profession and inspiring public confidence.</p>
<p>What's the one thing you want voters to know about you?</p>	<p>I am passionate about the issues, have a wealth of strong diverse experience and have strong leadership qualities.</p> <p>Through my 6 year long volunteering experience with PEO in its chapters and committees, I have not become complacent or content with PEO's current state. Alternatively, I have used my position on the Central Election &amp; Search Committee, Chapters Leaders Conference organizing committee, and the Enforcement Committee to challenge current norms and practices to bring about positive change to</p>

	<p>PEO's activities.</p> <p>In addition, I have taken my volunteering opportunities to learn first-hand from our members of the challenges that they face with PEO, particularly with licensing, and to understand what changes are required within PEO.</p> <p>I have also learned that it is necessary to empower the membership to ensure that their voice is heard at the Council level, and to empower the Chapters to bring positive change to the profession.</p> <p>I am evidence-based and promise to advocate strongly to bring about the change that is so desperately needed within PEO to ensure that the organization, profession and license stay relevant in the future.</p> <p>I truly believe that we each have a responsibility towards our profession's self-regulation and I am running to fulfill my responsibility to bring about positive change to the profession.</p>
<p>Do you agree with increasing fees to support PEO's tradition of excessive spending?</p>	<p>I firmly believe that the discussion of a fee increase is premature at this time. Before even discussing a fee increase, a comprehensive review is needed of PEO's finances to assess its involvement in non-regulatory and non-essential activities and programs.</p> <p>I would like to encourage voters to visit my website's (<a href="http://juwairiaobaid.com">juwairiaobaid.com</a>) section on Refocusing Financial Resources.</p> <p>One of the primary ways through which an organization demonstrates its priorities and goals is through the allocation of its funds. Currently, PEO's financial plan is not aligned with its Strategic Plan and much of PEO's finances are allocated to non-regulatory and non-essential activities.</p> <p>I attended the PEO September and November 2018 Council meetings as a guest. The main item on the agenda for both meetings was PEO's finances and the 2019 budget.</p> <p>According to a briefing note prepared by PEO's Director of Finance in November 2018 on the 2019 Draft Operating Budget showed that the 2019</p>

operating budget is expected to have a deficit of \$5.1 million after discretionary expenses.

Council made decisions on addressing the deficit.

- Most of the solutions adopted by Council were bandaid solutions with little to no consideration of the association's long-term resiliency.
- In addition, most of the financial decisions made were not in line with the association's regulatory mandate and its Strategic Plan.
- Further barriers to licensure were created by implementing fee increases for almost all stages of the licence application process and removing the upfront financial credit in the Financial Credit Program for new EITs.
- In terms of expenses, significant cuts were made to chapter activities and member-driven initiatives.
- What was more disappointing, however, was that several proposed cuts that affected Council comfort and activities were not adopted. For example, Council did not pass the motion to switch from fully catered meals at Council meetings to sandwiches.
- Many non-regulatory and non-essential activities were retained.
- Specific examples are on my website ([juwairiaobaid.com](http://juwairiaobaid.com))

Before even discussing a fee increase, a comprehensive review is needed of PEO's finances to assess its involvement in non-regulatory and non-essential activities and programs. The financial plan should then be brought in line with PEO's mandate and its strategic plan. Once this is done, the budget should be re-assessed to see if we have a budget crisis or not. In addition, licensure rate should be increased to generate further revenue.

Only then can we have a proper discussion of a fee increase. Once we have ensured that PEO's current funds and revenues are allocated appropriately.

<p>Given that PEO Council has long been recognized as an "old boys club", what is your purpose in wanting to join it? To support it or to reform it? How?</p>	<p>I am passionate about the issues, have a wealth of strong diverse experience and have strong leadership qualities.</p> <p>I truly believe that we each have a responsibility towards our profession's self-regulation and I am running to fulfill my responsibility. In fact, I am running to end the incumbent legacy control of Council positions and bring about positive change to the profession.</p> <p>Through my 6 year long volunteering experience with PEO in its chapters and committees, I have not become complacent or content with PEO's current state. Alternatively, I have used my position on the Central Election &amp; Search Committee, Chapters Leaders Conference organizing committee, and the Enforcement Committee to challenge current norms and practices to bring about positive change to PEO's activities.</p> <p>In addition, I have taken my volunteering opportunities to learn first-hand from our members of the challenges that they face with PEO, particularly with licensing, and to understand what changes are required within PEO.</p> <p>I have also learned that it is necessary to empower the membership to ensure that their voice is heard at the Council level, and to empower the Chapters to bring positive change to the profession.</p> <p>I am evidence-based and promise to advocate strongly to bring about the change that is so desperately needed within PEO to ensure that the organization, profession and license stay relevant in the future.</p> <p>PEO is desperately in need of change. To refocus on its regulatory mandate and to ensure that the organization and the profession stays relevant in the future. I believe that I am that change.</p>
<p>Do you think the PEO has any role in dealing with Climate Change. If so, please outline what you think it could do.</p>	<p>When developing professional standards and guidelines, PEO should ensure that climate change impacts are addressed. For example, increased precipitation would directly impact the design of municipal infrastructure and should be a key design</p>

	consideration.
<p>How important are the enforcement activities of PEO to you? How are you planning to make the enforcement efforts more transparent, and elevate and achieve compliance?</p>	<p>Enforcement is a cornerstone of our regulatory mandate. As Lincoln once said, “Law without enforcement is just good advice”. The success of PEO’s enforcement efforts directly impacts its public image by crystallizing its role as the regulator of the engineering profession in Ontario.</p> <p>Since I am currently serving as a member of PEO’s Enforcement Committee since February 2018, I am well aware of the challenges faced by its enforcement staff, with most of these stemming from a lack of resources and funds.</p> <p>If elected, I will utilize my first-hand knowledge to actively advocate for the prioritization of PEO’s enforcement activities by ensuring that enforcement staff is provided with the resources and funds it needs to undertake all of its enforcement initiatives without barriers. In addition, I will advocate to ensure that the chapters, our most valuable resource, are involved in vital enforcement efforts such as education and outreach. In addition, actively encouraging and training members to report enforcement incidents is vital to the success of PEO’s enforcement activities.</p>
<p>What are your thoughts on the licensing program today?</p>	<p>The P.Eng. designation signifies high standards of engineering knowledge, experience and professionalism. Professional engineers are expected to hold the public interest paramount above all else, which makes our licence directly relevant in society and increases the respect and credibility of our great profession.</p> <p>However, lately, PEO’s focus has been divided and licensing has not kept its usual top position on the list of the organization’s priorities.</p> <p>Feedback from new licence holders and from applicants has shown that the licensing process has become too onerous over time due to backlogs and inconsistencies throughout the process. The message of these shortcomings is spreading through applicant and employer circles, discouraging applicants from applying and making employers more prone to not expecting employees to apply.</p>

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What do you think of switching | I would definitely support switching catered meals for

<p>catered meals for Council meetings to sandwiches, soup and salad?</p>	<p>Council meetings to sandwiches, soup and salad, irrespective of whether or not PEO is facing a fiscal crisis since fully catered meals are an unnecessary expense wherein the funds could be better allocated towards regulatory activities and programs.</p> <p>At first glance, this question seems like a no-brainer. Thus, I was surprised when I attended the PEO November 2018 Council meetings as a guest, where the main item on the agenda was PEO's finances and the 2019 budget. When the motion to switch from fully catered meals to sandwich meals at Council meetings was put forth, a majority of Council members expressed outrage and the motion did not pass. The motion was defeated despite the fact that PEO is in a fiscal crisis and that the discussion took place in the face of an expected \$5.1 million deficit.</p>
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