

COMMITTEES AND TASK FORCES POLICY- REFERENCE GUIDE

Approved by Council - March 31, 2009

1st revision – February 18, 2011
2nd revision – September 21, 2012
3rd revision – November 22, 2013
4th revision – June 9, 2014
5th revision – March 2015
6th revision – September 2016
7th revision – September 2017
8th revision – February 2018

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Introduction

At the 453rd meeting of Council, held on November 14, 2008, Council approved the revised Committees and Task Forces Policy.

The revised policy has four major objectives:

- **Improving Council/Committee Accountability:** Ensuring that both Council and committees are held directly accountable for outcomes and honour their obligations and expectations to each other, members and the public.
- **Rationalizing Committee Governance:** Ensuring that committees have the flexibility to directly manage their affairs within a framework of accountability.
- **Broadening Volunteer Engagement:** Ensuring that committees facilitate ongoing volunteer learning and leadership development.
- **Improving Council/Committee Communication Links:** Ensuring that there is a direct, two-way communication link between Council and its committees.

This reference guide provides additional details and clarifications for the respective roles of Council, committees, volunteers and staff on the Committees and Task Forces Policy. The guide is intended to provide best practices and recommendations for committees and task forces, in accordance with the Committees and Task Forces Policy.

The following document contains the Policy statement (in bold, italics) followed by the accompanying reference guide.

Suggested amendments to or updates should be sent to the Advisory Committee on Volunteers (ACV), care of Fern Goncalves, Director, People Development and ACV Committee Advisor (fgoncalves@peo.on.ca).

Section 1: Role of Council

1.1 Appoint and provide direct oversight to all committees/task forces.

PEO accomplishes much of its regulatory work through committees and task forces composed of volunteers. Some committees are established under provisions of the *Professional Engineers Act*, Regulations or By-law No.1, while others are created by Council directly. The Mandates of all committees and task forces are recorded in their Terms of Reference document.

Only Council may create a new committee or task force. Council should direct the development of a new committee or task force Terms of Reference and the Human Resources Plan to an appropriate group or individual (i.e.: Registrar, ACV, Executive Committee, etc.) only where it has determined that the work cannot be completed by an existing committee or a new subcommittee of an existing committee. A Terms of Reference template and a Human Resources Plan template are appended to this Guide. A general procedure for the establishment of a new committee/task force is also appended.

Committees and task forces can develop their annual Work and Human Resources Plans as they begin to operate, however the plans should be presented to Council in accordance with section 2 below.

Council should review the Terms of Reference for each committee every three years. The Secretariat will establish a schedule for these reviews for all committees.

Note: There is a distinction of Council oversight between the overall policies/operating procedures of committees and specific files. For example, as the main activity of certain committees (ARC, ERC, Registration, Complaints, and Discipline) is to review applicant or member files, Council does not have legislative authority to interfere in or give any input into the decisions of these committees on individual cases. However, Council does have the authority over the general operating policies and procedures of the committees.

1.2 Approve committee/task force Mandates, Terms of Reference, annual Work Plans, and annual Human Resources Plans.

It is recommended that the committee/task force Chair and committee advisor attend the Council meeting where these documents are presented to answer any questions. Council may approve or modify the document(s).

1.3 Appoint the chairs of task forces and approve the committee-elected chair.

Committee chairs are elected by their committee members using the method outlined in Section 3, item 3.4. Elected committee chairs must be approved by Council prior to their officially taking office as chair. Chairs elected, but not confirmed by Council, may act as chair-designate in order for the work of the committee to continue.

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In approving the elected committee chair, Council might give consideration to the following:

- the committee has followed its own election procedures;
- the elected chair has the necessary knowledge and experience to run the committee;
- the chair, if a P.Eng., is a member in good standing and is not in a conflict of interest.

Task force chairs are appointed by Council, based on their skill and experience related to the specified task(s).

1.4 Approve the annual roster of committee members. Council delegates authority to make interim appointments to committees during the year to the Registrar, subject to Council confirmation at the next scheduled meeting. (Note: Anyone appointed by PEO is covered by its Errors and Omissions policy.)

The annual roster of committee/task force members prepared by the committee/task force should match both the Human Resources Plan and the annual Work Plan. P.Engs who are members of a committee or task force should be members in good standing. This will be identified on the roster supplied by the Director, People Development. Council may modify the annual roster.

As required by the Professional Engineers Act, members of PEO regulatory committees (Academic Requirements, Experience Requirements, Complaints, Discipline and Registration Committees) are appointed by Council.

Members of Board Committees are annually appointed by Council.

PEO provides Errors and Omissions insurance coverage for all committee and task force members.

1.5 Assign a liaison to improve a two-way communications link between a committee/task force and Council.

One liaison is to be appointed by Council for each committee and task force each year, taking into consideration input from the committees/task forces and the appointees.

Councillors who are also members of the committee/task force for which they are the assigned liaison should not disclose confidential Council matters when serving on the committee/task force. Where the committee/task force is entirely composed of Councillors (for example, the Regional Councillors Committee, Executive Committee, or the Human Resources and Compensation Committee) the chair of the committee is also its Council-appointed liaison.

The *Professional Engineers Act* avoids potential conflicts of interest by excluding members of the Complaints Committee from also sitting on the Discipline Committee (and vice versa) and by excluding members of the Academic Requirements or

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Experience Requirements committees from sitting on the Registration Committee (and vice versa). These membership restrictions should also be applied to the Council-appointed liaison. For example, the liaison for the Discipline Committee should not also be a member of the Complaints Committee.

Appointments of liaisons are for one year, but may be renewed.

1.6 *Ensure the provision of appropriate training for committee/task force chairs and members.*

Council shall ensure the availability of appropriate training, as identified in the committee/task force's Human Resources Plan. Council may also identify training needs to the Registrar, and receive advice from the Advisory Committee on Volunteers and the Director, People Development.

1.7 *Conduct an annual review of committee/task force performance.*

Council should review annually how well each committee/task force performed compared to its approved annual Work Plan.

Section 2: Role of Advisory Committee on Volunteers (ACV)

2.1 *Assist committees/task forces in the preparation of Mandates, Terms of Reference, annual Work Plans, and Human Resources Plans.*

ACV is available to assist any committee in the preparation or review of these documents if requested.

2.2 *Maintain and provide tools and training, develop templates and guidelines for Terms of Reference, Work Plans, Human Resource Plans.*

ACV is tasked with supporting the training needs of PEO Volunteers in accordance with the Human Resources plans developed by and for committees/task forces. The Human Resources plans identify the desirable skill sets including core competencies and experience that PEO volunteers need to support the work of the committees/task forces.

ACV responsibility includes:

- Identifying general knowledge and skills that all PEO volunteers need in support of their volunteer work with PEO.
- Support committees/task forces with specific or specialized training as required
- Develop a plan and procurement strategy to provide identified training, in cooperation with Council, committees/task forces and staff.

In addition, ACV is responsible for the development of the standardized templates and guidelines for the preparation of committee Terms of Reference (TOR), Work Plans (WP), and Human Resources (HR) plans.

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2.3 Provide means to recognize volunteers and their employers.

ACV's responsibility is to develop recognition programs for PEO volunteers that demonstrate Council's appreciation for their contribution. Elements of the program will recognize the contribution that our volunteers' employers make as well.

2.4 Host annual meeting of committee/task force chairs and committee advisors

ACV hosts an annual meeting of Committee chairs and committee advisors. This meeting brings the committee representative together for discussion of common issues and in support of members' development and training.

2.5 Review and provide recommendation to Council on revisions to Mandates, Terms of Reference, annual Work Plans, and Human Resources Plans.

If a committee or Council requests, ACV can review a committee's annual Work Plan and Human Resources Plan for consistency with the policy and the committee's annual report. Based on its review of the above, ACV can provide recommendations for improvement.

The review would look at the committees' documents and operation for compliance with the templates and guidelines and whether the committee operation supports the philosophy of the policy.

When a committee/task force proposes changes to the Mandate and/or Terms of Reference, the committee shall first forward the draft document to the ACV for comments and then submit it to Council for approval. ACV may provide recommendation to Council whether the revisions are acceptable or need further consideration/improvement.

2.6 Assist committee/task forces with preparation of the annual roster of committee members.

ACV is available to assist committees/task forces, if requested, with the preparation of the annual roster of committee members in accordance with their prepared Human Resources plan and in support of their Work Plan.

Committees/task forces are responsible for preparing membership roster according to their Human Resources plan. The Director, People Development nominates potential individuals from existing committee/task force members, Chapter Executives, Council and the general membership based on the skills, knowledge and diversity requirements documented in the Human Resources plan. Committees/task forces endorse individual selections and submit the roster to Council for approval.

Section 3: Committee and Task Force Operations

3.1 Committees operate on the calendar year. In the case of task forces, they operate with a defined period.

Most committees and task forces operate on the calendar year. Certain committees, however, (Executive, Audit, Finance, Human Resources, Legislation, OSPE-PEO Joint Relations, Regional Councillors) follow the Council year because membership on these committees is determined by Council elections. The year for these committees begins with the first Council meeting following the PEO Annual General Meeting. Task forces should operate for their defined term; term extensions are to be approved by Council.

3.2 Committees/task forces determine and operate within their specific Terms of Reference, annual Work Plan, annual Human Resources Plan, and PEO core values.

PEO committees/task forces are to operate only within their approved Terms of Reference, annual Work Plan, Human Resources Plan and PEO core values.

If a committee/task force needs to change its Mandate or any other component of its Terms of Reference, all changes are to be approved by Council before they are adopted. The committee/task force shall first forward the draft document to the ACV for comments and then submit it to Council for approval.

3.3 By September 30 each year, each committee/task force shall prepare an annual Work and Human Resources Plan for the following year.

All committees/task forces should prepare their annual Work and Human Resources Plans using the templates appended to this Guide. Work Plans are to be used to assist the committee/task force in meeting its objectives. Human Resources Plans are to be used to identify necessary training, skills and experience to successfully carry out the committee's/task force's Work Plan, and to assign work to specific volunteers.

Once the committee/task force has accepted the draft plans, the chair may send the draft annual Work Plan and Human Resources Plan to ACV for review. The committee/task force chair should review ACV's comments and forward a final draft to the Secretariat in time for the November Council meeting. Committees that operate on a Council year schedule should submit in time for the March Council meeting.

It is recommended that the committee/task force chair and committee advisor attend the Council meeting where these documents are presented to answer any questions. Council will approve or modify the document(s).

3.4 By January 31 each year, committees shall elect a chair for approval by Council at its first meeting of the year. Council shall appoint all task force chairs.

Each committee will develop a method for electing its chair, which should be recorded in the Terms of Reference. There are a variety of acceptable methods for electing

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committee chairs – by consensus or by voting (simple majority of attendees, secret ballot or hand ballot). Committees should consider how they might choose between multiple candidates – by using a “first-past-the-post” (highest number automatically wins) or run-off elections (a series of ballots, with the candidate receiving the least votes being eliminated from the contest until one candidate receives a majority of the votes cast).

Committees should also consider the necessary experience qualifications, whether the chair should be a P.Eng. (and therefore a member in good standing), the notice period for nominations, quorum requirements for the election, appointment of an elections officer to oversee the elections, and methods to break any tie votes. Quorum and notice requirements should match those used for regular committee decisions. Whichever method is chosen, it should be documented in the committee’s Terms of Reference to be approved by Council. PEO’s Secretariat may be consulted for acceptable election methods.

If the committee does not have a meeting in January, the election of Chair may take place in the months of November or December (or at the last committee meeting of the preceding year).

Once a chair has been elected, the committee advisor should advise Council through the Secretariat. The new chair officially takes office immediately upon Council’s approval. Chairs elected but not confirmed by Council may act as Chair-designate in order for the work of the committee to continue.

Task Force chairs are appointed directly by Council for the duration of the task force’s Mandate. If the chair wishes to resign, he or she must notify Council and his/her respective task force. The Task Force is then responsible for electing a new Chair.

Note: For committees that operate on the Council year, elections should occur at the first committee meeting following the Annual General Meeting.

3.5 *By January 31 each year, committees/task forces shall elect a vice chair.*

Each committee/task force will develop an acceptable method for electing a vice chair, similar to that used for electing the chair (see section 3.4 above).

The new vice chair takes office immediately following the committee/task force’s election and does not require Council’s approval.

If the committee does not have a meeting in January, the election of Vice Chair may take place in the months of November or December (or at the last committee meeting of the preceding year).

3.6 *Committees, through their Council-approved Terms of Reference, will determine, the duration and limits on the number of years members of the committee can serve, including any limits on consecutive terms in the same position. Task force members are appointed for the duration of the task force.*

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Term limits for the chair, vice chair and members must be specified in the Terms of Reference and the Human Resources Plan.

3.7 Committees/task forces shall conduct an annual review of their performance

The annual review of the committee's/task force's overall performance should be based on the evaluation metrics in the annual Work Plan for that committee/task force, as approved by Council.

A generic Committee/Task Force self evaluation form is appended to this Guide. This can be used to guide the annual review of performance and to develop goals for the next year's Work Plan and Human Resources Plan.

3.8 In November of each year, committees/task forces shall present a roster of members for Council's approval and submit in-year changes to the roster to the Registrar for approval, subject to Council confirmation at the next scheduled meeting.

The Human Resources Plan should flow from the Terms of Reference and annual Work Plan, and should address the required skill sets/experience/constituencies. Committees/Task Forces submit individual Committee/Task Force rosters to the Director, People Development who combines them and submits them for Council's Consideration. The annual roster should match individuals with the required skills and experience. New members should be highlighted in the annual roster. The Registrar should inform Council of any in-year changes.

After Council has approved the annual roster, committees/task forces may change members without Council approval; however, the changes must be approved by the Registrar.

3.9 Committees/task forces shall ensure their members are adequately trained to undertake their work.

Working with the Director, People Development, each committee/task force should determine its training needs and establish its own specific orientation/training program for all members. The training components should be reflected in the annual Work Plan and the Human Resources Plan, and included in the People Development budget. Support for the identified training needs is provided through the ACV who develop a plan and procurement strategy to provide general knowledge and specialized training, in cooperation with Council, committees/task forces and staff.

3.10 Committees/task forces shall work effectively with the liaison assigned by Council.

Committees and Task Forces should work cooperatively and collaboratively with their Council-appointed liaison, by regularly providing information (mostly via the chair) and inviting the liaison to attend meetings.

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The liaison's role is to be a committee's/task force's communication link at Council, to identify potential concerns for the committee/task force, and provide feedback to the committee/task force on Council decisions and directions as well as provide general information as it relates to Council deliberations on the committee/task force's activities.

3.11 Committees/task forces shall make suggestions to improve PEO processes, and work/consult with other committees/task forces to identify and address policy issues.

Through the annual Work Plan, each committee/task force should consider setting goals for suggesting improvements to PEO processes and working/consulting with other committees and task forces to identify and address policy issues. For example, since systemic issues arising from a review of Complaints or Discipline Committee cases could suggest a need for interpretive practice or performance guidelines or standards to be developed by the Professional Standards Committee, regular feedback across these committees could be beneficial.

Inter-committee cooperation can be facilitated by regular dialogue between chairs and/or committee advisors, the sharing of committee/task force minutes, the holding of joint meetings, invitations to other committee/task force chairs to attend and speak at a committee/task force meeting, and participation in the committee advisors' group meetings or the annual chairs' meeting hosted by the Advisory Committee on Volunteers.

Matters proceeding to Council must follow PEO's Policy Development Process, and Peer Review requirements, which includes stakeholder consultation, before a proposal is finalized.

3.12 Committees may appoint subcommittees to assist in completing their work. Subcommittees operate to the spirit of this policy under the guidance of the committee chair. Rosters of subcommittee members shall be maintained in accordance with this policy.

Where possible, Terms of Reference for the subcommittee should be drafted and approved by the committee prior to the subcommittee's start. The Terms of Reference should include the scope of work, membership, budget, accountability to the committee and duration.

Subcommittee members do not have to be members of the full committee/task force, or even members of PEO; however, the subcommittee chair should normally be a member of the committee/task force to ensure continuity and a communication link. The committee's/task force's annual roster should also contain a list of subcommittee members; the committee/task force should notify the Registrar of any in-year changes to ensure appropriate insurance coverage.

3.13 During the year, on the recommendation of a two-thirds majority of the committee/task force members, a committee/ task force may recommend to Council the replacement of the chair with a new chair.

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The notice of a committee/task force meeting to vote on the issue to remove a chair should be the same as the notice requirements for a regularly scheduled committee/task force meeting. The new chair will be appointed by Council in accordance with the policy in Section 1, item 1. Once Council approves the committee/task force's recommendation to remove the sitting chair, the committee will elect a new chair. In the case of a Task Force, Council will appoint a new chair.

3.14 During the year, on the recommendation of a two-thirds majority of the members, a committee/task force may recommend to Council that a member be removed from a committee/task force.

The notice of a committee/task force meeting to vote on the issue to remove a committee member should be the same as the advance notice requirements for a regularly scheduled committee/task force meeting. Once Council approves the committee/task force's recommendation, the member will no longer be on the committee/task force.

A list of annual reporting dates is appended to this document.

Section 4: Role of the Committee/Task Force Chair

4.1 Lead the committee/task force in completing its duties and responsibilities.

To be effective in their roles, committee and task force chairs and vice chairs should have experience in project management, team leadership and meeting management. The chair and vice chair should be familiar with the *Professional Engineers Act* as it relates to the committee/task force and have some experience in or knowledge of the issues or work to be addressed by the committee/task force.

The chair should speak with one, unified, representative voice on behalf of the committee/task force, respecting the democratic decisions of the committee/task force.

The Chair should set goals/objectives to be achieved within their term that are aligned with the Committee/Task Force Mandate and Terms of Reference. These goals and objectives should then be operationalized through the annual works plans. The Chair should also clearly outline what is expected of the Committee/Task Force members in terms of achieving these goals/objectives.

To assist them in their roles, PEO will provide resources and opportunities for development to all committee and task force chairs.

4.2 Make effective use of committee/task force members' knowledge and time.

To make the best use of committee/task force members' knowledge, experience and time, committee/task force chairs should ensure the following documents are prepared and submitted for approval on time and are adhered to, and that all committee/task force members are familiar with and have copies of the latest version of:

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- Committee/Task Force Terms of Reference;
- Committee/Task Force Annual Work Plan;
- Committee/Task Force Annual Human Resources Plan.

Committee/task force chairs should ensure that the business of the committee/task force is planned and conducted in a timely manner to achieve the desired results of their annual Work Plan.

Teleconference participation at meetings is available for those unable to attend in person at PEO. Other committee/task force work should be accomplished in parallel to and in between meetings. PEO's systems allow for on-line external access to documents for collaboration on projects. The committee advisor is able to provide access to resources to support meeting planning.

Subcommittee and individual work assignments, timeframes, and expectations should be discussed with each committee/task force member in advance. Consideration should be given to individual time commitments and workload. Every effort should be made to distribute workloads fairly and appropriately, according to available time, level of desired commitment and areas of expertise and/or experience.

Committee/task force chairs should encourage communication among committee/task force members in between meetings.

Committee/task force chairs should discuss with each member any area where training is required or developmental opportunities are identified.

Committee/task force chairs should address work delays, budget issues, or potential areas of conflict as soon as they are identified.

4.3 Prepare a meeting schedule.

Committee/task force chairs should set dates for several meetings in advance to facilitate meeting planning, travel and accommodation booking, and individual schedules.

Meeting schedules should be planned taking into consideration:

- the volume of the work – taking into consideration the requirement for such administrative work as budget planning, human resources and work planning, scheduling, etc.;
- the availability of the members, staff resources, consultants, experts, etc.;
- the availability of venues, accommodation and travel; and
- deadlines for committee/task force deliverables in the annual Work Plan.

4.4 Arrange for a formal agenda to be sent to committee/task force members in advance of every committee/task force meeting, together with any supporting material, minutes, etc.

Working with the committee advisor, agendas and supporting materials should be distributed to all members in a timely manner. The committee/task force should determine for itself a suitable lead time for the distribution of materials. As a best

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practice, a committee/task force chair should avoid adding or accepting proposals at the meeting for last-minute items the entire committee/task force is unprepared to discuss, unless the item is urgent. Committee/task force meeting minutes should be approved by the committee/task force.

The committee/task force chair should ensure that the committee/task force addresses only issues that fall within the Mandate of the committee/task force.

Under By-Law No.1, section 25(i), PEO Council and its committees/task forces are to use *Wainberg's Society Meetings including Rules of Order* and special rules approved by Council. The committee advisor can provide copies.

Committee/task force meeting time should be set aside regularly for review of overall committee/task force performance. It is also recommended that some portion of each committee/task force meeting be devoted to the Council Liaison and committee advisor's feedback on recent PEO activities that may have some impact on the committee/task force.

Templates for a meeting agenda and meeting minutes are appended to this guide.

4.5 *Work with the Director, People Development to carry out the committee's/task force's Human Resources Plan.*

Committee/task force chairs should work with the Director, People Development to ensure the committee/task force has an adequate number of members with the appropriate skills. A template for the Human Resources Plan is appended to this guide.

Committee/task force chairs should work with the Director, People Development to understand the Work Plan and the deliverables and other expectations of the committee/task force, including identifying the skills required for the tasks, an estimate of the time needed and other expectations to be placed on the committee/task force members

4.6 *Communicate the committee/task force recommendations to Council in writing.*

Committees and task forces may submit a report to Council at any time for their information by requesting (directly or through the committee advisor) that an item be added to the Council agenda, and should be prepared to present their progress or status at the invitation of Council. The deadline for adding items to the Council agenda is three weeks prior to the Council meeting date. The committee advisor should provide the chair with a list of upcoming Council meeting dates.

The committee advisor will make available templates for briefing notes and, as required, assist the committee/task force chairs with their completion. Briefing notes should accompany all reports.

4.7 Make submissions or presentations to Council as required.

Submissions or presentations to Council should be scheduled based on the deliverables stated in the committee's/task force's annual Work Plan; however, Council may, at any time, invite a committee/task force to provide a submission or presentation to Council.

A committee/task force may, at any time, request an opportunity to make a presentation or submission to Council.

Submissions or presentations shall be in accordance with the time and format agreed to by Council and the committee/task force at the time of the invitation or request. Presentations or submissions shall be made in accordance with Council's agenda management requirements.

4.8 Work effectively with the committee advisor.

The committee advisor is available to assist the chair in meeting planning and preparation. The committee advisor is also a resource for advice or recommendations on operational and/or regulatory issues, and for assistance in developing committee/task force Terms of Reference, Work Plans, Human Resources Plans and budgets.

In rare instances, when the performance of the committee advisor is unsatisfactory for the committee's needs, the committee chair should consult with the committee advisor on corrective actions. If this approach proves ineffective, the committee chair can then escalate the issue with the Registrar as required.

Likewise, the committee chair should also acknowledge and inform the Registrar when the committee advisor demonstrates exemplary performance as part of the annual performance assessment.

4.9 Shall make recommendation to Council for the removal of a Committee/Task Force member if the member misses three consecutive scheduled meetings without providing valid reasons to the Chair or Committee Advisor, or misses more than 50% of the committee/task force annual scheduled meetings without providing valid reasons to the Chair or Committee Advisor. Valid reasons include, but are not limited to, unexpected work commitments; unexpected personal obligations; health reasons; hazardous weather conditions or emergencies.

If a volunteer serving on a committee/task force is unable to participate in the activities of the committee/task force, the Chair shall address the attendance issue of that volunteer. The Policy is intended to assist the Chair in building the committee roster with members who can attend meetings and support the committee's work plan and not inhibit the committee's ability to achieve quorum. Members who do not attend committee meetings to the extent identified in the above Policy statement will be challenged and, subsequently, removed from the committee roster in a formal manner.

The Chair may undertake the following steps before initiating the removal of a member: (1) Contact the member who missed two consecutive meetings; (2) Review the

attendance/participation mid-year with appropriate notification to members who have missed meetings; and (3) Complete a final assessment of attendance when confirming the annual roster of members.

The Chair may approve a leave of absence from a committee/task force in case the member's work or personal circumstances change during his/her annual appointment to the committee/task force.

Section 5: Role of Committee/Task Force Members

5.1 Respect the role of the chair, colleagues, liaison and the committee advisor.

Committees/task forces are meant to function as teams established to do PEO's work. Committee/task force members should be familiar with:

- the Terms of Reference and the Mandate of the committee/task force;
- the roles of the chair, vice chair, Council-appointed liaison, committee advisor and their colleagues and respect these roles;
- what is expected of each committee/task force member in the context of the particular committee/task force;
- the *Professional Engineers Act* and Regulations as they relate to the committee/task force; and
- PEO's Mandate, and understand their committee's/task force's role within the Mandate.
- Members should respect the democratic decisions of the committee/task force.
- Members should refrain from speaking on behalf of the committee/task force which is the responsibility of the chair.

5.2 Participate actively.

The success of the committee/task force depends on its members' commitment to the committee's/task force's overall work. Members should attend meetings, contribute freely and build on the strengths of the committee/task force members.

PEO will make available to committee/task force members training and other resources to support their committee/task force work as recommended by the chair or at the request of the member commensurate with the HR Plan.

Committee/task force chairs should clearly define and outline what is expected of committee/task force members. Any changes should be agreed to by both the chair and the committee/task force member.

If a committee/task force member is unable to meet his or her commitments to the committee/task force, he or she should bring it to the attention of the chair at the earliest opportunity to find a solution.

5.3 *Come prepared for meetings.*

Committee/task force members should arrive at the meeting having familiarized themselves with the agenda, previous minutes and all materials provided prior to the meeting. Committee/task force chairs should allow sufficient advance time for review of the material(s), as agreed to by the committee/task force.

5.4 *Agree to the expectations of effort and intention of committee/task force membership.*

Committee/task force members should be committed to fulfilling their roles and obligations to the committee/task force. Committee/task force members should be advised of and agree to their roles and what is expected of them overall. Expectations of what the committee/task force and individual committee/task force members are expected to do should be described in the committee's/task force's annual Work Plan.

If workloads and time commitments exceed what was agreed to for individual members, the chair should review and discuss the expectations with the member. Workloads can then be reassigned, and deadlines can be extended.

5.5 *Resign from the committee/task force if unable to dedicate the required effort.*

Depending on the reason for their resignation, committee/task force members should give the chair as much notice as possible. Ideally, notice should be given two meetings in advance of the resignation. As much as possible, committee/task force members should complete the work they have been assigned. If committee/task force members have outstanding work they are unable to complete, the work and any relevant background material should be transferred by the chair to another committee/task force member.

The resignation is effective the date identified by the member. The Committee Advisor is responsible for confirming the receipt of the resignation and forwarding a copy of the resignation letter to People Development.

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 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, unless so appointed by Council, and a new Council Liaison will be appointed to the role. The liaison should communicate to

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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.

Section 7: Role of the Registrar

7.1 *Assign a committee advisor and resources to each committee/task force commensurate with the approved committee/task force Mandate and Work Plan.*

The Registrar, working through the Deputy Registrar or Director of the department with operational responsibility for the committee/task force, assigns adequate resources and the most appropriate person as committee advisor, using the Terms of Reference and/or annual Work Plan for guidance.

7.2 *Deal with committee advisor performance issues.*

The Registrar's supervision of committee advisor performance is delegated to Deputy Registrars and Department Directors. Committee advisors report for their performance to their immediate supervisors. Supervisor should deal with any committee advisor performance issues in accordance with PEO's employment practices.

The Registrar may consult with committee/task force chairs for feedback, both positive and needs improvements, as required.

7.3 *Ensure that a link exists between the committee/task force Work Plan, Human Resources Plan and PEO's operations.*

The annual Work Plan should flow from the Terms of Reference document and be consistent with the contents of the Human Resources Plan. The chair may draft the plans with the committee/task force or direct the committee advisor to draft them. The Registrar (or his/her designate) will review the draft plans to ensure consistency between the Terms of Reference, the Work Plan and the Human Resources Plan, and PEO operational policies and resources, prior to Council approval. The draft Human

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Resources Plans should also be forwarded to the Director, People Development to provide feedback and to assess resource capacities.

7.4 Approve the recommended in-year additions/deletions to the committee/task force membership.

Requests for in-year changes to committee/task force membership may be raised by the chair and committee advisor with the Director, People Development. Council approval of in-year membership changes (other than the replacement of the chair) is delegated to the Registrar (refer to Section 3.8), with the exception of PEO regulatory committees (Academic Requirements, Experience Requirements, Complaints, Discipline and Registration Committees), as the *Professional Engineers Act* specifies appointment by Council. For issues relating to the removal of a chair or member, see Committee and Task Force Operations, items 13 and 14 respectively.

7.5 Maintain a complete record of committee/task force members.

The Registrar delegates the maintenance of the complete historical record of committee/task force members to the Director, People Development, who is responsible for recruiting new members to committees and task forces per the HR Plan and recommendations of the committee/task force chair.

7.6 Provide updates to staff on relevant committee/task forces issues.

The Registrar will keep all staff informed of pertinent committee/task force issues as they relate to PEO and committee/task force operations, and for consistency in communications.

7.7 Act as custodian of the Committee and Task Forces Policy and Reference Guide.

The Registrar and/or his/her designate is responsible for maintaining this policy and reference guide, reviewing its contents periodically and revising as needed, and ensuring that the latest version is distributed to committee/task force chairs, members and advisors.

Section 8: Role of the Committee Advisor

8.1 Participate as an advisor, supporting committee/task force operations.

The role of a committee advisor is multi-functional and includes the following as required:

- **Administrative support:** Arrange meetings, including scheduling, project planning and tracking, other resourcing, taking and distributing minutes, agenda, supporting materials, works on content/deliverables as directed, drafts the annual Work Plan and human resource plan, reports and briefing notes to Council, provides administration and continuity for the committee/task force, maintains the committee/task force website content if required, drafts and monitors budget, gathers information as directed; and performs other duties as specified in the Work Plan.

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- **Resource:** Act as the Registrar's delegate, providing corporate memory and access to PEO policies and practices, and the *Professional Engineers Act/Regulations/By-law* as it affects the committee/task force. The committee advisor should seek legal clarification where required.
- **Advisor/consultant:** Advise the chair and members on policy, processes and practices, provides advice and guidance, organizes orientation and training as required, and endeavours to stay informed of Council, PEO corporate actions and other related committees'/task forces' activities. Committee advisors should be familiar with this Reference Guide.
- **Communications:** corresponds with the chair, committee members. Other committees, external stakeholders, etc. in accordance with PEO policies, respecting confidentiality of sensitive matters and in-camera sessions.
- **Research:** undertakes research as directed.

Committee advisors are not members of committees/task forces and do not have any voting rights on decisions. They may participate in discussions where necessary to fulfill their duties to advise the committee/task force.

The committee advisor may also arrange for other necessary staff resources (e.g. legal, policy, research, financial, practice advisory) through the Deputy Registrar or Director of the appropriate department.

Committee advisors and committee/task force chairs should meet at the beginning of a new operational year, or upon the election of a new chair, to review their respective roles.

At the request of the committee/task force chair, committee advisors are to notify the Director, People Development of any requests for new committee/task force members or resignations as soon as possible, so the central list can be updated and recruitment of new committee members can be undertaken if necessary. The committee advisor should encourage members to submit names of candidates to the Director, People Development.

In the event that the committee should exceed the bounds of its Mandate, the committee advisor should consult with their direct supervisor on the issue. The committee advisor should also discuss the situation with the chair to resolve the issue. Only when the issue cannot be resolved should the Committee Advisor consult with their direct supervisor on the issue.

8.2 Advise the committee/task force of related activities within PEO that may affect, conflict with and/or support the activities of the committee/task force, and of the requirements of the Professional Engineers Act, Regulation 941 and By-law No. 1, PEO core values, and PEO policy.

Committee advisors should stay informed of Council, PEO corporate and other committee's/ task forces' activities. They can become informed by attending Council

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meetings as applicable, reading the Council briefing notes, draft disposition of motions and approved minutes, other committee/task force minutes, the Registrar's Report to Council and Council Reports in Engineering Dimensions; attending the Committee Advisors Group meetings; and through discussions with other committee advisors. It is recommended that some portion of each committee/task force meeting be devoted to a committee advisor's summary of recent PEO activities that may have an impact on the committee/task force.

8.3 *Make meeting arrangements; assist the chair in preparing meeting agendas, and producing and distributing materials.*

A checklist for committee advisors to use in making meeting arrangements is appended to this guide. A template for meeting agendas is also attached in the appendix.

8.4 *Ensure that written minutes of each committee/task force meeting are recorded, issued, communicated and filed appropriately.*

Minutes of committee/task force meetings are intended to summarize discussions, decisions and required actions; they are not intended as transcripts of the proceedings. Draft minutes should be prepared as per PEO's Minutes of Meetings Policy within 14 business days of the meeting and sent to all members of the committee/task force for verification. A standardized Minutes format has been appended to this guide.

Once minutes have been approved by the committee/task force (at the next meeting), they may be shared with the Council-appointed liaison, other related committees/task forces and Council, and posted on the committee/task forces' website.

All committee/task force records are to be kept by the committee advisor as per the Records Retention Policy to ensure operational continuity and historical accuracy.

8.5 *Maintain a web page of each committee's/task force's membership, Terms of Reference, Work Plan, approved meeting minutes, meeting schedule and update the progress on the Work Plan within two weeks after each committee meeting.*

Each committee/task force has been given its own website for posting read-only versions of the Terms of Reference, annual Work Plan, approved meeting minutes, meeting schedule, progress reports, and membership. This is to allow for collaboration and broad member engagement, and to promote transparency.

PEO's Information & Technology Services department will maintain the website platforms and architecture, and provide training and support to committee advisors for uploading and maintaining the website content. Committee advisors are responsible for ensuring the website's content is accurate and up-to-date.

Section 9: Role of the Director, People Development

9.1 *Work with the committee/task force chairs to resource their approved Human Resources Plan.*

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- 9.2 *Work with committees/task forces to determine and arrange for training per approved HR plans.***
- 9.3 *Seek Council's approval of the additions/deletions of committee/task force members and the interim approval of the Registrar.***
- 9.4 *Submit to Council the annual roster.***
- 9.5 *Act as committee advisor to the Advisory Committee on Volunteers.***
- 9.6 *Maintain a pool of volunteers. Recruit, screen and recommend volunteer placements to committee/task force chairs based on their HR Plan needs.***
- 9.7 *Work with the Advisory Committee on Volunteers to provide tools and training, develop templates and guidelines for Terms of Reference, Work Plans, human resource plans; provide means to recognize volunteers and their employers; host an annual meeting of committee/task force chairs and committee advisors.***
- 9.8 *Arrange for training and development of committee advisors.***
- 9.9 *Arrange periodic meetings of committee advisors.***

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APPENDICES

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Appendix A - Templates

Annual Reporting Dates for Committee Operations

Policy Reference	Committee Operations	Timeframes
<p>Section 3: Committee and Task Force Operations Item 3</p>	<p>Each committee/task force shall prepare an annual Work Plan and Human Resources Plan for the following year.</p> <p>Note: Final drafts should be forwarded to People Development in time for the November Council meeting. Committees that operate on a Council year schedule should submit in time for the March Council meeting.</p>	<p>By September 30 each year</p>
<p>Section 3: Committee and Task Force Operations Item 4</p>	<p>Committees shall elect a chair for approval by Council. Council shall appoint all task force chairs.</p> <p>Note: For committees that operate on the Council year, elections should occur at the first committee meeting following the Annual General Meeting (AGM).</p>	<p>In January each year</p>
<p>Section 3: Committee and Task Force Operations Item 5</p>	<p>Committees/task forces shall elect a vice chair.</p> <p>Note: For committees that operate on the Council year, elections should occur at the first committee meeting following the AGM.</p>	<p>In January each year</p>
<p>Section 3: Committee and Task Force Operations Item 8</p>	<p>Committees/task forces shall present a roster of members for Council's approval and submit in-year changes to the roster to the Registrar for approval.</p> <p>Note: Annual Roster is coordinated by People Development Department and submitted to Council for approval.</p>	<p>In November each year</p>
<p>Other committee/task forces operations during a calendar year:</p>		
<p>Section 3: Committee and Task Force Operations Item 7</p>	<p>Committees/task forces shall conduct an annual review of their performance, including the performance of the chair and members, and provide feedback to individuals as may be needed.</p>	<p>Annually</p>

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Terms of Reference Template

Issue Date:
Approved by:

Review Date:
Review by:

Legislated and other Mandate approved by Council	<i>Record verbatim any specific powers listed in the Act, Regulations or By-Law No.1, along with the committee's or task force's other Mandates Mandate is defined by the Committees & Task Forces Policy as "the functional scope of the committee approved by Council" [DATE APPROVED BY COUNCIL]</i>
Key Duties and Responsibilities	<i>Indicate the most critical duties and responsibilities of the committee or task force that support the Mandate's achievement – focus on what the committee/task force alone can do. Regular liaison and/or consultation with other committees/task forces should be identified. All policy proposals and documents must be brought to Council for approval; the committee/task force is responsible for developing the proposal and implementing Council's decision. Indicate those policies for which this committee/task force is responsible for developing and maintaining.</i>
Constituency, Number & Qualifications of Committee/Task Force Members	<i>Indicate the minimum and maximum number of required committee/task force members. Indicate how the committee or task force is to be composed – are there positions that are to be filled according to legislation and/or committee practices? Is representation from particular sectors, stakeholder organizations or regions/chapters required? What specific skill sets or experience is required for members? How are subcommittees or task groups to be set up or maintained?</i>
Qualifications and election of the Chair	<i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the chair of this committee. Indicate what method(s) are to be used for electing the chair each year, including nomination periods, what quorum of the committee membership is required for the election, and if there are consecutive term limits</i>
Qualifications and election of the Vice Chair(s)	<i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the vice chair of this committee/task force. Indicate what method(s) are to be used for electing the vice chair each year, including nomination periods.</i>
Duties of Vice Chair(s)	<i>Indicate the specific duties of the vice chair(s) (for example, chairing meetings in the chair's absence, providing orientation and training for new members, etc.)</i>
Term Limits for Committee Chair and Vice Chair	<i>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</i>

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	<p>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 exceptional 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), Fees Mediation Committee (FMC) 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), Fees Mediation Committee (FMC) and Registration Committee (REC) as there is no term limit imposed on the general membership of these committees.</i></p> <p>Note: <i>Under exceptional 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>
<p>Quorum</p>	<p><i>In accordance with Wainberg’s Society Meetings Including Rules of Order and section 25(j) of By-Law No. 1, quorum for the purpose of having the meeting’s decisions be considered</i></p>

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	<i>binding is at least 50 per cent of the committee's/task force's membership present at the meeting. This threshold applies to all committee/task force decisions.</i>
Meeting Frequency & Time Commitment	<i>Indicate how often the committee or task force is to meet during the year, whether face-to-face or by teleconference. What is the expected duration of the meeting(s), and the total time commitment expected (including outside of formal meetings) for preparation and review of documents.</i>
Operational year time frame	<i>Indicate when the committee's/task force's operational year starts and finishes (usually January-December, but some exceptions – the Council year - from the first meeting after the Annual General Meeting of members to the end of the next Annual General meeting.</i>
Committee Advisor	<i>Indicate the committee's or task force's primary committee advisor – by position, department, and name.</i>

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Work Plan Template
<<NAME OF COMMITTEE/TASK FORCE>>
WORK PLAN FOR <<<YEAR>>>

Approved by Committee: [DATE]		Review Date: [DATE]	
Approved by Council: [DATE]		Approved Budget: [AMOUNT] [DATE]	
Mandate [as approved by Council]:	Record verbatim any specific powers listed in the Act, Regulations or By-Law No. 1, along with the committee's or task force's other Mandates. Mandate is defined by the Committees & Task Forces Policy as "the functional scope of the committee approved by Council" [DATE APPROVED BY COUNCIL]		
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES/NO 2. Is each task/activity being done in an equitable manner and engaging diverse groups? 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? 4. 		
Tasks, Outcomes and Success Measures:	Task/Activities [as per Terms of Reference – Key Duties]:	Outcomes Success measures	Due date:
	Briefly describe specific tasks related to the committee/task force Terms of Reference to be undertaken during the year and the deliverables expected upon completion of the tasks. Answer questions 2 and 3.	For each task, identify its outcomes and related success measures.	Include dates for deliverables.
	For example: Host Annual workshop of Chairs and Committee Advisors. Q2: The multi-cultural calendar was considered when scheduling the workshop date. Q3: Persons with disabilities and food allergies were appropriately accommodated.		November, 2009
Inter-committee collaboration:	Indicate with which other PEO committees/task forces the committee/task force will consult and/or collaborate over the next year (e.g. joint meetings, chairs' meetings, contacts between committee advisors, sharing minutes and draft proposals, consulting on proposals, etc.).		
Stakeholders:	Indicate which external government departments, associations, organizations or individuals the committee/task force should regularly engage in dialogue with, particularly in relation to its policy proposals.		

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Human Resources (HR) Plan Template

HR Plan for Committee <<<Name of Committee/Task Force>>>

Committee:	Date Developed:
Committee Review Date:	Date Council Approved:

	Currently in Place	Required in 12 months (Identified “Gap” for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<i>List key objectives and core competencies.</i>		
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	<i>List advancement and development opportunities.</i>		
Committee Membership	<i>List total number of committee members.</i>		
Broad Engagement <ul style="list-style-type: none"> • Career Stage • Disciplines • Experience Level • Gender / Diversity • Geographic Representation • CEAB Grads / Non-CEAB Grads • Licensed / Non-licensed 	<i>List</i> <ul style="list-style-type: none"> • <i>Career stage (i.e. early/mid/late/retired)</i> • <i>Disciplines</i> • <i>Experience level (ie. Class A – F)</i> • <i>Gender/diversity</i> • <i>Regions (i.e. Eastern)</i> • <i>Total CEAB & non-CEAB</i> • <i>Licensing requirements</i> 		
Succession Planning <ul style="list-style-type: none"> • List the members 	<i>Identify length of member service on committee</i>		
Term of Office <ul style="list-style-type: none"> • Chair • Committee members 	<ul style="list-style-type: none"> • <i>Identify the maximum term of office specified in the Terms of Reference</i> • <i>Identify preferred turnover</i> 		

Preparing your Human Resources Plan

The vision of the association's Committee Human Resources Plans is:

- To achieve excellence in committee operations through a professional volunteer/staff that delivers the highest quality and value for the association;
- To achieve a dynamic volunteer/work environment that promotes innovation, learning and results, and
- To involve passionate people who take pride in making a difference for the association and the engineering profession.

Step 1: Determine your Work Plan Outcomes and Activities

Each committee will prepare its annual Work Plan using the Work Plan template found in the Committees & Task Forces Policy – Interpretive Guideline document.

Step 2: Scan your current committee environment

- Analysis of Your Committee's Overall Requirements
 - What are the core competencies needed to achieve your committee's Work Plan outcomes
 - What are the key positions and duties that are required on your committee to achieve its outcomes
 - What are the "broad engagement" principles that are important to the operation of your committee (i.e.: Diversity, Gender/Equity, Geographic representation, licensed vs. non-licensed, consulting vs. manufacturing vs. academic vs. utilities etc.)
 - What overall volunteer development and succession planning efforts would benefit the current and future ability of your committee to achieve its goals.

At this stage, committees should be focusing on what overall knowledge and skills need to be present within the committee for it to do its work (its core competencies, internal functions and structure it currently has, or plans to create). Committees should not be considering individual volunteer members at this point. This will be done in the next step.

- Analysis of Your Current Volunteer Membership
 - What are the current core competencies within your committee/sub-committee membership?
 - Currently, what are the key positions and duties of the members on your committee?
 - What "broad engagement" principles are currently exhibited by your committee?
 - What current volunteer development plans do you have for your committee?
 - What succession planning efforts do you currently have in place?

At this stage, the committee focuses on each individual volunteer member currently on the committee, determining what knowledge and skills they cover, how the committee meets the policy principle of broad engagement, and what the committee can do to put

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into place some development/training for these members. Here the committee also starts to consider matters of succession planning and turnover for its current members.

- Analysis of Future Competencies volunteer membership requirements
 - Short-term (1 year)
 - Long-term (2-5 years)

At this stage, the committee looks at what competencies (knowledge, skills and expertise) it will need in the short- and long-term.

Step 3: Conduct a gap analysis

- Summarize the gap analysis between your current volunteer membership resources, future volunteer membership resources and your work plan goals and objectives
- Prepare potential strategies to meet the gap

At this stage, the committee determines the “gaps” it has in the people, core competencies, and in the broad engagement requirements. The committee begins to strategize ways to bridge the identified gap(s). (i.e.: developing volunteer descriptions, working with the Volunteer Manager on recruitment issues).

Step 4: Set HR priorities to help achieve work plan goals and objectives

- Taking into consideration the gap analysis of Step 3, this step summarizes your strategies linked to the gap analysis and work plan goals and can be considered as an action plan to move forward to develop a “volunteer staffing” plan
- Prepare a ‘volunteer staffing’ plan

Step 5: Measure, monitor and report on progress

- Measuring the progress against your priorities
- Performance reporting and performance management agreement

Developing Core Competencies

Core competencies:

By using the idea of core competencies, you can make the very most of the opportunities open to your committee by:

- Focusing efforts so that you develop a unique (for your committee) level of expertise that really matters to your objectives
- Building the skills of your committee members in a way that complements your committee’s core competencies. By building the skills and abilities that your committee most values.

The starting point for understanding core competencies is an understanding that your committee must have something that is of unique value to your committee.

The question is where this uniqueness comes from, and how it can be sustained.

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Core competencies are some of the most important sources of this uniqueness. These are the things (objectives, activities) that a specific committee is mandated to do. It does them uniquely well, and no-one can copy quickly.

Committees need to focus on their core competencies and continually work to build and reinforce them (succession planning, etc)

Possible tests to see whether they are true core competencies:

1. **Relevance:** the competence must give your committee something (skills, abilities, expertise, and knowledge) that strongly influences the ability of your committee to achieve its mandate. If it does not (say it is not represented in your current membership) then it has no effect on your capability to fulfill your objectives and is not a core competency;
2. **Difficulty of imitation:** The core competency should be difficult to imitate (again looking toward the uniqueness of abilities and away from the ‘generalist’ volunteer);
3. **Breadth of application:** It should be something that opens up a good number of markets (Meaning that it should be able to look/influence the committee’s future challenges, etc.

For example: you might consider strong industry knowledge and expertise to be a core competence in serving your committee. However, if you do not connect the “uniqueness” of that particular expertise – as it relates to fulfilling your committee’s objectives – then that expertise could be applied on other committees (generally) with those who have similar/equivalent expertise, then this is not a core competence.

Steps in identifying core competences:

- Brainstorm the factors that are important for your committee, or you believe are important to PEO. In the context of your committee, brainstorm the factors that Council will use in assessing your performance.
- Dig into these factors and identify the competences that lie behind them
- Brainstorm your existing competences and the things you do well
- Screen these competences against the tests of relevance, difficulty of imitation and breadth of application to determine whether they are, indeed, core competences

If you have identified core competences that you already have, then great! Work on them and make sure that you build them as far as sensibly possible.

If you have no core competences, then look at ones you can develop, and work to build those.

Background Information – Human Resources Planning

Introduction

Council approved the current Committees and Task Forces policy at its 453rd meeting September 19, 2008. The policy has established that each year, committees will prepare an annual Human Resources Plan which formally identifies the human resources (volunteer skills, expertise and development) needed for each committee to fulfill its current Work plan.

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Committees will be provided with the necessary Human Resources Plan documentation and guidance, developed and maintained by the Advisory Committee on Volunteers (ACV). It will be the responsibility of each Committee Chair to complete the Plan by the September 30th annual deadline and submit it, along with its Work plan, to Council for approval.

Human Resources Planning - Definition

For the purposes of this Committees and Task Forces Policy:

Human Resources Planning is a process that:

- ***identifies the current and future human resources each PEO Committee/Task Force/Task Group requires to achieve the goals outlined in its approved Terms of Reference and annual Work plan, and***
- ***develops the necessary strategies required to meet these human resources requirements***
- ***develops the necessary strategies required for succession planning***

Thus, for each committee, HR Planning has two distinct stages:

1. Based on the approved Terms of Reference and the outcomes/activities identified in its proposed annual work plan, the committee performs a gap analysis between the volunteer resources (core competencies which currently exist on the committee and the additional resources/competencies, the committee will require over the near- and longer- term to maintain the ability to do its assigned work.
2. Targeted strategies are then developed to address the identified gap. These may involve a combination of the following (or other) strategies:
 - a. recruitment and orientation of new volunteer members (i.e. resources of Volunteer Management group, tools developed through the ACV, etc);
 - b. the further development and upgrading of the current skills and abilities of the committee members continuing on the committee;
 - c. the retirement of volunteer members from the committee and ensure there is a minimum percentage of new volunteers every year;
 - d. the establishment of additional work groups/sub-committees to help ensure a broader engagement of the membership in the work of the committee;
 - e. provide for specific terms for the chair, thereby allowing other members of the committee to develop the skills to chair a meeting and take on that challenge; and
 - f. identify members who would be appropriate for other committees and council and they develop their volunteer skills, knowledge of PEO and contribution to the profession.

Committees & Task Forces Policy - (See Interpretive Guideline for the Policy)

The Policy has four major objectives:

a) Improving Council/Committee Accountability: Ensuring that both Council and committees are held directly accountable for outcomes and honour their obligations and expectations to each other, members and the public

Council's expectations of its committees are outlined for each committee in the approval of the terms of reference, annual work plan, annual Human Resources Plan, and in the

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annual committee roster of volunteer members that emerges from these documents. The annual work plan states the outcomes (and the activities aligned to those outcomes), while the Human Resources Plan identifies the current and additional volunteer competencies required by each committee to achieve these outcomes.

b) Rationalizing Committee Governance: Ensuring that committees have the flexibility to directly manage their affairs within a framework of accountability.

It is the responsibility of each committee to identify which competencies are aligned with each individual volunteer member currently on committee's roster, and those competencies which are not. Committees determine how they plan to operate within their specific terms of reference, annual work plan, annual human resources plan, and PEO core values. Council agrees to support this activity by approving these operational plans, providing the necessary resources and administrative processes to allow its committees to achieve these plans, and conducting annual reviews of committee performance.

c) Broadening Volunteer Engagement: Ensuring that committees facilitate ongoing volunteer learning and leadership development.

In developing its annual volunteer staffing program, the committee will want to consider the principles of succession planning for its current committee roster and strategize on ways the committee can add new skills to its current members and engage the active participation of a broader group of volunteers. This may mean establishing developmental plans for individual committee members, removing those volunteers not participating, or not contributing, and creating sub-committees or task groups to involve additional volunteers with needed competencies.

The principles and values to consider and to help guide your volunteer staffing activities:

- Define a well-crafted volunteer job description for committee members'
- Define your core competencies (skills, abilities, expertise, knowledge) that strongly influence the ability of your committee to achieve its goals,
- Determine any preferences for licensed P.Engs, vs. non-engineers (including EITs),
- Consider the need for geographical/regional representation vs. proximity to GTA and PEO offices,
- Consider diversity/gender representation of your volunteer committee make-up,
- Consider the need for representation from different disciplines and different work experience: i.e. consulting vs manufacturing vs academic vs utilities
- Consider how to assess volunteer participation and determine how to help develop/train your volunteer members.

d) Improving Council/Committee Communications Links: Ensuring that there is a direct, two-way communication link between Council and its committees.

The addition of a Councillor Liaison appointee and at least one Councillor as a core member to each PEO Committee and Task Force (May and June 2009 Council), are two recent examples of ways Council-Committee communications is being addressed and improved. It is important that Council has an on-going awareness of the activities, progress and needs of all its committees. It is equally important that committees have a

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direct communications link with Council. A committee's Human Resources Plan, linked to a committee's work plan, enhances both Council's and a committee's awareness in the area of volunteer utilization and resources.

HR Planning can be very sophisticated (demographic studies, research, trend analysis, etc) or it can also be relatively simple with the committee addressing a few high level questions:

- What is our committee's overall direction, as reflected in our approved Terms of Reference?
- What are our committee's short-term (1 year) and long-term (2-5 years) goals/outcomes?
- What skills do we need to complete our planned activities to successfully deliver our goals/outcomes?
- What current skills, expertise – and volunteer commitment - exist within the committee? What skills/people exist (potentially), outside the committee that we can tap into?
- What is the gap between these two? and
- What actions can we take fill this gap?
- What PEO resources (committees, staff functions) can we use to help?

Quality HR planning across the committee system will not occur overnight. The Committees and Task Forces Policy sets the foundation for the renewed volunteer staffing systems for all PEO committees. But it will take several years of concerted effort, rebuilding capacity, trial and error, etc before we have a rigorous process consistently applied across all committees.

Templates and/or worksheets have been created to follow a 5-step approach preparing a Human Resources Plan aligned to the committee's work plan. The 5-step approach is a guide. As you proceed through the process, you may find that some steps can be worked on concurrently or in a different order than what is indicated.

All templates and worksheets will be supported by a list of suggested Considerations, Documents to consult and Roles and Responsibilities. Templates and worksheets will be developed, likely in Excel.]

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Committee advisor's Committee/Task Force Meeting Checklist

Before the meeting:

- Request meeting space and time via meetings@peo.on.ca and secure confirmation.
- Notify the members of the location, date and times, and request confirmations and any specific dietary needs.
- Request catering, including final numbers of guests and any special dietary needs (see Catering Form) at least three days prior to meeting.
- Request audiovisual equipment (laptop, projector, printer, teleconference device, flip charts etc.) and room set up configuration through Administrative Services.
- Identify dates in sufficient advance time to facilitate members' advance bookings for transportation (e.g. airline) and accommodation (Novotel North York – PEO code).
- Provide members with procedures for accommodations bookings.
- Work with chair to set the meeting agenda and prepare supporting materials.
- Distribute proposed agenda, draft minutes and other supporting materials in advance (via regular or email) as agreed to by the committee/task force.
- If more than one member participating by telephone, provide dial-in teleconference number to member(s); if only one, ensure you have his/her contact information.
- Notify reception/security of who is attending and what room they should be directed to.
- Ensure beforehand that all necessary equipment and room set up has been arranged.
- Prepare extra copies of materials distributed previously.
- Lay out all materials (agenda, minutes, supporting materials, note pads, pens etc.).
- Confirm menu and serving time with caterer one day before.
- Prepare volunteer expense forms (with pre-printed committee/task force name and budget codes).

At the meeting:

- Hand out materials and expense forms.
- Take minutes.
- Operate any equipment if required (e.g. laptop, projector).
- Assist chair as required.
- Ensure prior meeting minutes are verified (including amendments).
- Ensure next meeting date(s) are set.
- Clean up and remove materials.

After the meeting:

- Draft minutes (within one week) and send to chair for confirmation.
- Process and sign volunteer expense claims, send to Administrative Services.
- Process any other invoices – e.g. catering, copying.

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Meeting Agenda Template

<<Name of Committee / Task Force>>
<< Date of Meeting>>
<<Meeting Venue (or indicate if it is a teleconference)>>

Item	Agenda Item	Action	(Optional): Time
1.	Introduction:	<i>Call meeting to order; introduction of any guests; report on attendance (indicate who is unable to attend)</i>	
2.	Verification of Minutes	<i>Verification of minutes of previous meeting(s)</i>	
3.	Agenda:	<i>Approval of agenda; business arising from minutes</i>	
4.	Presentations/ Reports	<i>Presentation and discussion of reports – List reports to be presented at the meeting and who will be presenting</i>	
5.	New Business (1)	<i>Provide opportunity for discussion of any new business for which due prior notice has been given – list each item of new business on the agenda.</i>	
6.	New Business (2)	<i>Provide opportunity for discussion of any new business for which prior notice is not required.</i>	
7.	Next Meeting	<i>Set next meeting date, time and location</i>	
8.	Adjournment	<i>Adjourn meeting – note time</i>	

Note: Committee and Task Force meetings should be conducted in accordance with Wainberg’s Society Meetings including Rules of Order.

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Committee Self Evaluation

Committee Self Evaluation Form			
Committee: _____		Date: _____	
Please respond to each questions with one of the following: Always, Sometimes or Never			
	Rating		
Committee and Task Force Operations	Always	Sometimes	Never
1. Did the committee/task force operate within the specific Terms of Reference, annual Work Plan, Human Resources Plan and PEO core values?			
2. Did the committee/task force adequately meet the training needs of committee/task force members where required?			
3. Did the committee/task force work effectively with the Council-appointed liaison?			
4. Did the committee/task force suggest improvements to PEO processes?			
5. Did the committee/task force consult with other committees/task forces to identify and address policy issues?			
Additional comments to the above:			
Role of the Committee / Task Force Chair	Rating		
	Always	Sometimes	Never
6. Did the chair effectively lead the committee/task force in completing its duties and responsibilities?			
7. Did the chair make effective use of committee/task force members' knowledge and time?			
8. Did the chair arrange for the preparation and distribution of a formal agenda in advance of each meeting, including any required supporting material?			
9. Did the chair provide committee/task force members with a meeting schedule?			
10. Did the chair work effectively with the committee advisor?			
Additional comments to the above:			
Role of Committee/Task Force Members	Rating		
	Always	Sometimes	Never

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Committee Self Evaluation Form			
Committee: _____		Date: _____	
11. Were committee/task force members respectful of the roles of the chair, their colleagues, the liaison and the committee advisor?			
12. Did committee/task force members participate actively?			
13. Did committee/task force members come to meetings prepared?			
14. Were committee/task force members given the opportunity to agree to the expectations of effort and intention of committee/task force membership prior to accepting a role on the committee/task force?			
15. Did committee/task force members dedicate the required time to the work of the committee/task force?			
Additional comments to the above:			
Committee Performance Metrics (from the annual Work Plan)			
Metric #1 <insert>	Assessment of results:		
Metric #2 <insert>	Assessment of results:		
Cont'd			

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Committee/Task Force Meeting Minutes Template

<<Name of Committee / Task Force>>
<<Minutes of meeting held *Date and time of Meeting*>>
<<Meeting Venue (or indicate if it is a teleconference)>>

Committee and Task Force meetings should be conducted in accordance with *Wainberg’s Society Meetings including Rules of Order*.

Present:	<i>List committee/task force members present – included committee advisors, guests, etc. (note those participating by teleconference?)</i>
Regrets:	<i>List those who were unable to attend</i>
Agenda:	<i>Review agenda, noting if changes were made</i>
Minutes of Previous Meeting:	<i>Review and verify or correct meetings from previous meeting. Adopt minutes (by majority vote?).</i>
<i>Discussion of Issues:</i>	
Issue #1	<i>Note main points of discussion – record decision – if a formal motion is put forward, record the motion and whether the motion was carried or defeated – future action(s) required, who is responsible for it and by when</i>
Issue #2	<i>Note main points of discussion – record decision – if a formal motion is put forward, record the motion and whether the motion was carried or defeated – future action(s) required, who is responsible for it and by when</i>
<i>Continue as many issues as there are to discuss</i>	
Next meeting	<i>Record date of next meeting</i>
Adjournment	<i>Record time of adjournment</i>

APPENDIX B - PROCEDURES

Procedure for a New Committee/Task Force

1. Council creates a new committee/task force, including Mandate, duration (if applicable), Terms of Reference, membership and annual budget.
2. Registrar appoints a committee advisor. Committee advisor reviews Committees and Task Forces Policy – Reference Guide.
3. Appointed committee advisor contacts committee/task force members, providing all foundation documents and sets up initial meeting.
4. Committee/task force meets to review its Mandate, Terms of Reference, budget (if established by Council) and to elect a chair (committees only) and vice-chair(s). Committee/task force may identify additional volunteer and other resources to the Director, People Development through their committee advisor.
5. Committee/task force designates liaison and makes recommendation to Council for appointment. Committee/task force continues to draft its annual Work Plan, membership, and budget and presents to Council for approval. Committees draft annual Human Resources Plan.
6. Once Council approves annual Work Plan, budget (and Human Resources Plan where applicable), committee/task force commences its work accordingly. Committee advisor orients Chair to their duties and the Committees and Task Forces Policy – Reference Guide.

Procedures for Appointing Councillors to Board Committees

Notes:

Board Committees:

- a) operate on a Council year basis (i.e. annual general meeting (AGM) to AGM – i.e. all members of all board committees, including non-Councillors, are to be appointed or re-appointed at this time);
- b) have the majority of its members as sitting members of Council
- c) members are selected by Council either by position or election at the Council meeting immediately following the AGM.

Process

1. Following the results of the annual Council elections, all Councillors will be provided with a list of board committees, their mandates and other relevant information.
2. Councillors will be appointed to board committees in accordance with PEO's Special Rules (section 4 and 5).
3. *Members are not automatically re-appointed to board committees.*

Procedures for Appointing Committee / Task Force Chairs

Notes:

1. Board Committees:
 - a) operate on a Council year basis (i.e. annual general meeting (AGM) to AGM – i.e. all members of all board committees are to be appointed or re-appointed at this time);
 - b) have the majority of its members as sitting members of Council
 - c) members are selected by Council either by position or election at the Council meeting immediately following the AGM.
2. Non-board Committees:
 - a) operate on a calendar year basis, i.e. all members of non-board committees are to be appointed or re-appointed, effective January 1st each year);
 - b) may or may not have members of Council as committee members;
 - c) members are selected by committees and submitted to Council for ratification.

Process

1. At the first meeting following the annual appointment of committee membership, the committee will appoint a chair (and vice chair) and inform People Development of the chair appointment so that the appropriate item may be added to the next Council meeting. Such appointments would take place:
 - a. With respect to board committees, at the first committee meeting held following the Council meeting immediately following the AGM. *Chairs of board committees are not automatically re-appointed.*
 - b. With respect to non-board committees, at the first meeting held in the calendar year. *Chairs of non-board committees are not automatically re-appointed.*
2. Council will appoint a chair of task forces at the time the task force is appointed.

Procedures for Appointing Council Liaisons to Committees / Task Forces

Annually, following Council elections:

1. The Human Resources Committee (HRC) reviews the Committees and Task Forces Membership Roster to ensure committees have at least one Councillor to act as a Council Liaison
 - For those committees/task forces where a Councillor(s) is a member of the committee or task force, HRC will designate the Council Liaison
 - For Board committees, there is no need to designate a Council Liaison as the committee is composed mainly of Councillors
 - For those committees with no Councillor, Councillors will be asked to submit a Liaison participation preference and HRC will assign a Council Liaison
2. HRC will present its recommendations at the AGM Council meeting for approval.
3. Council will assign a Council Liaison for task forces at the time the task force is appointed.

Process for Managing Volunteer Conduct

Volunteers are an integral part of Professional Engineers Ontario (PEO) and help the association to reach its operational and legislative objectives. As part of the screening and training process, volunteers receive PEO's Core Values and the Volunteer Information Package. PEO's Core Values are intended to inform members, volunteers and staff of behaviour expectations. Moreover, the Core Values empower members, volunteers and staff to challenge others when their attitudes, words, or behaviour are inconsistent with the Core Values.

It is PEO's policy that all volunteers conduct themselves in a professional and cooperative manner in accordance with the Core Values. Committee/Task Force/Chapter Chairs are responsible for both the prevention and expeditious resolution of disruptive behaviour by volunteers. The ability to minimize and effectively manage disruptive behaviour is facilitated on a foundation of supporting policies, procedures and structures put in place by PEO Council. The People Development staff, in coordination with Committee/Task Force/Chapter Chairs, will carry forth the following responsibilities:

- Distribute, communicate and educate every volunteer on the appropriate policies and procedures on disruptive behaviour.
- Review all allegations and complaints seeking to identify patterns in order to minimize disruptive behaviour.
- Update all policies and procedures.

If a volunteer fails to conduct himself or herself appropriately, Committee/Task Force/Chapter Chairs are encouraged to discuss concerns with the appropriate Committee Advisor, fellow committee/task force members or with the People Development team. A procedure to resolve conduct issues is helpful to the proper and successful functioning of PEO committees/task forces and exists to ensure that all individuals are treated fairly. The procedure applies to all volunteers and volunteers would be given an opportunity to state their case at each stage of the procedure.

PROCEDURE

1. Identify Inappropriate Conduct

Where a volunteer's conduct is identified as inappropriate and brought to the attention of the Committee/Task Force/Chapter Chair, and the Chair believes the conduct is inappropriate, the following process can be utilized.

2. Counselling Interview

The Committee/Task Force/Chapter Chair should arrange to have an information discussion with the volunteer to review PEO's Core Values and committee/task force

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expectations. This interview will be completely informal, although a note that it has taken place will be forwarded to the Director, People Development.

3. Committee/Task Force Action

If the counselling interview has not improved the volunteer's conduct or performance, the Chair should call a formal meeting of the committee/ task force to discuss the volunteer's behaviour. In accordance with the Committees and Task Forces Policy, a committee/task force may recommend to Council that a member be removed from a committee/task force.

Where Council approves the committee/task force/Chapter recommendation to remove a volunteer, the details resulting in the decision shall be provided to the Director, People Development. Should the volunteer submit an application for future volunteer opportunities on other PEO committees/task forces/Chapter, the Director, People Development will impart the volunteer record to the Committee/Task Force/Chapter Chair so that such behaviour is taken under advisement.

The President, on behalf of Council, will write to the volunteer stating the reasons for removal from the Committee/Task Force/Chapter and will inform the Committee/Task Force/Chapter Chair.

Note: If the Committee/Task Force/Chapter Chair believes the behaviour is professional misconduct, the Chair may make a complaint through PEO's complaints and discipline process.