PEO STRATEGIES 2015-17

Colour Key: Tribunals and Regulatory Affairs has primary responsibility for strategy
Corporate Services has primary responsibility for strategy
Licensing and Finance has primary responsibility for strategy
Regulatory Compliance has primary responsibility for strategy

PRACTITIONERS

Strategic Objective [WHAT]	Strategy [HOW]
1. **Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical**	1.1 Introduce two performance standards related to Tower Cranes and Supervising & Delegating. Establish these in regulations and promote their use. 1.2 Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC. 1.3 Establish process to close Inactive files in a timely manner 1.4 Provide information to prospective applicants through increased seminars and webinars 1.5 Develop a Professional Practice Exam (PPE) distance learning module for EITs to improve access and enhance the learning
2. **Public recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities**	2.1 Conduct reputation survey to determine attitudes of licence holders and stakeholders towards PEO for ongoing project of enhancing public recognition 2.2 Develop and implement communications plan around the LET/LL and C of A regulation changes to independent practice. 2.3 Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed.
3. **Members regard PEO as their trusted advisor and advocate in matters of professional practice**	3.1 Produce an educational program to inform members about the role of the PSC and the services that Practice Advisory can offer to practitioners, and promote their use. 3.2 Explore the merits of developing a practice guide for PEO members practicing internationally

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REGULATORY FRAMEWORK

Strategic Objective [WHAT]	Strategy [HOW]
4. Elliot Lake Commission of Inquiry recommendations are earnestly implemented	4.1 Develop a Performance Standard for structural inspections of existing buildings which will require the production of a Structural Adequacy Report. (Recommendations 1.4 and 1.6)
	4.2 Develop a regulation for a structural engineering specialist title. (Recommendation 1.5)
	4.3 Develop a Performance Standard that will require P.Eng.s to make available, on request, any records in their possession or control related to the structural integrity of a building (Recommendation 1.21)
	4.4 Develop a Performance Standard instructing P.Eng.s that the contents of an engineering report, or draft report, including a Structural Adequacy Report, should not be altered simply because the client requests that it be changed. Rather, any alteration of an engineering report, or draft report, should be based on sound engineering principles or changed facts. (Recommendation 1.23)
	4.5 Under the direction of the CPDCQA Task Force, prepare a plan for a comprehensive program of continuing professional development and quality assurance with a strong focus on competency. (Recommendation 1.24)
	4.6 Develop a regulation requiring practitioners to advise clients of any suspensions or revocations of their licences, and the reasons therefor, that arise out of disciplinary actions resulting from specific circumstances. (Recommendation 1.25)
	4.7 Make available specific disciplinary information on the PEO website in a format readily and easily searchable by the name of a practitioner. (Recommendation 1.26).
	4.8 Define, in regulation or legislation, as may be required, the roles and responsibilities of a "Prime Consultant". (Recommendation 1.27)
5. Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process	5.1 Develop and implement an evidence-based regulatory policy development program for staff and committees, including training, tools, and coaching
	5.2 Reorient OCEPP operations to focus on workshops that will gather evidence for regulatory policy development purposes.
	5.3 Establish proactive relationships with key ministry officials to help promote regulatory initiatives.
	5.4 Implement a legislation monitoring program
	5.5 Develop a mechanism to identify regulatory gaps in the

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Strategic Objective [WHAT]	Strategy [HOW]	
		Professional Engineers Act and monitor political environment for opportunities to introduce amendments.
	5.6	Review strength of rationale for repealing the industrial exception.
6. Licensing is based on levels of competence	6.1	Contribute to Engineers Canada initiatives to address maximization of common standards in issues of national interest.
	6.2	Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation.
	6.3	Articulate, in coordination with the ARC, the expectations and requirements of accreditation.
	6.4	Analyze, in coordination with the ARC, the utility of the "looking to exempt" designation of Washington Accord Applicants.
	6.5	Conduct a policy review of Canadian experience requirements, technical exam programs and national mobility
7. The complaints process is optimized, balancing transparency, fairness and timeliness	7.1	Establish targets for the timelines associated with the various types of files and activities that investigations require and report on target achievement
	7.2	Develop a system to monitor and report discrete complaint investigation steps against the established targets.
	7.3	Develop revised publicly available Complaints Guide reflecting current complaint and investigation processes
	7.4	Develop internal complaints procedures manual.
	7.5	Implement new COC Decision and Reasons template for COC non-referral decisions
8. The practice and title-provisions of the *Professional Engineers Act* are judiciously enforced and continuously improved	8.1	Categorize all enforcement inquiries by source of allegation and violation type.
	8.2	Develop key performance indicators (KPIs) of enforcement activity.
	8.3	Develop new enforcement activity report.
	8.4	Revise enforcement policy and procedures manual.
	8.5	Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action.
	8.6	Carry out root cause analysis of obstacles to enforcement prosecutorial success.
	8.7	Communicate intent of 2014 changes to the *Building Code Act* to building officials and monitor compliance.

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Strategic Objective [WHAT]	Strategy [HOW]
9. Tribunals employ accepted smart practices in all operations and are seen to be independent and fair	9.1 Establish and implement enhanced practices for all PEO Tribunals

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STAKEHOLDERS

Strategic Objective [WHAT]	Strategy [HOW]
10. Engage key regulatory ministries and industry in engineering public policy development	10.1 Work with various PEO units and external stakeholders to further the aim, expressed in Council position, of introducing professional design coordination into the Ontario Building Code.
11. Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates	11.1 Collaborate with other Ontario engineering bodies to provide information on licensing requirements 11.2 Review National Engineering Month partnerships to enhance cooperation among main engineering bodies (PEO, OACETT, and OSPE). 11.3 Explore with OSPE alternative funding arrangements for the OPEA Gala to promote the long-term viability and prestige of the event. 11.4 Improve PEO lines of communication with CEAB, CEQB and universities. 11.5 Explore options, in consultation with CEAB and universities, for addressing effect of Limited Licence changes on university professors.
12. Productive partnerships are developed with Engineers Canada and other constituent associations	12.1 Contribute to Engineers Canada initiatives to address maximization of common standards and assess applicability of other CA practices in licensing, accreditation discipline and enforcement issues.
13. Public respect for the role of PEO is increased in accordance with the objects of the *Professional Engineers Act*	13.1 Audit PEO communications activities to determine their current effectiveness and make recommendations for increasing their effectiveness in support of the organization's Vision and Mission.

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OPERATIONS

Strategic Objective [WHAT]	Strategy [HOW]
14. Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated	14.1 Review website analytics and end-user functionality to determine next iteration of PEO web presence. 14.2 Develop web-based version of *Engineering Dimensions* to enhance accessibility of information for members. 14.3 Develop and cement social media as a PEO communications tool. 14.4 Clarify applicant information about courses in lieu and provide more detailed instructions for obtaining PEO approval on PEO's website.
15. Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance	15.1 Align individual staff objectives to priorities and goals and provide coaching, support, training and empowerment to increase competencies and improve service delivery 15.2 Explore utility of a new Chart of Accounts and Staff Contribution System to facilitate accurate and informative financial tracking. 15.3 Initiate Lean Management Project to review steps and processing times of the P. Eng. Licensing process 15.4 Review applicant assessment communications to ensure clarity. 15.5 Conduct a survey as a follow-up to applicants that have been interviewed by the ERC 15.6 Establish Process Indicators for Temporary Licence, Limited Licence, Consulting Engineer Designation and Certificate of Authorization.
16. Cost management and service delivery are improved by actively managing service provider performance	16.1 Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers.
17. PEO Headquarters occupancy rates and building efficiency are optimized	17.1 Assess furniture assets in long-term storage for disposal to optimize storage requirements and minimize storage costs. 17.2 Renovate suite 101 to enhance working conditions of front-line reception staff, provide greater privacy to applicants and increase meeting space for volunteers. 17.3 Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making. 17.4 Update the long-term capital plan for 40 Sheppard to ensure appropriate stewardship of PEO's building asset and improve financial planning.

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Strategic Objective [WHAT]	Strategy [HOW]
18. Risk is mitigated by assessing vulnerabilities and addressing service gaps	18.1 Decommission Prism 4.3 and outsource eblasts 18.2 Re-launch Sharepoint based upon accepted smart practices 18.3 Replace the outsourced core infrastructure provider 18.4 Update systems – PCs; website performance; Optical Imaging Technology 18.5 Implement new Online Licensing system 18.6 Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction. 18.7 Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations. 18.8 Develop a guide to CASL for Chapters to facilitate common understanding, compliance and mitigate risk. 18.9 Impliment Aptify Phase 1 18.10 Aptify – Phase 2

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STAFF, VOLUNTEERS & COUNCIL

Strategic Objective [WHAT]	Strategy [HOW]
19. PEO has a sustainable organization-wide continuous-improvement culture	19.1 Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs.
	19.2 Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP.
	19.3 Develop a Reference / FAQ Guideline module to improve access to information and enhance the learning opportunity for Chapter volunteers.
	19.4 Develop Chapter financial management training module for Chapter Chairs and Treasurers to broaden understanding of fiscal processes and enhance accountability.
	19.5 Update Employee Manual to ensure that PEO policies are in compliance with legislation and industry accepted smart practices; and post on SharePoint to enhance access to current information for all staff and facilitate common understanding and compliance.
	19.6 Harmonize generic volunteer orientation with committee-specific on-boarding to improve volunteer understanding of PEO policies and volunteer engagement.
	19.7 Develop Volunteer Manual to improve volunteer understanding of PEO policies and enhance access to current information.
	19.8 Provide Privacy Policy training to volunteers and staff to facilitate common understanding and compliance.
	19.9 Conduct a member survey to assess relevance of PEO to their needs.
20. PEO's governance approach is robust, transparent and trusted	20.1 Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies.
	20.2 Review election costs and procedures of other Constituent Associations and develop a proposal for PEO elections that enhances efficiencies and controls costs.
	20.3 Develop a Councillor orientation program to improve new Councillor on-boarding.
	20.4 Develop a briefing note training program for staff and volunteers to improve the quality of submissions to Council and to enhance decision–making at Council.
	20.5 Develop and implement an electronic queuing and voting application for Council meetings to enhance the effectiveness of

	the Council Chair and improve meeting efficiency.
	20.6 Develop Council / Executive Committee motion tracking system to improve research capabilities and enhance Council oversight.
21. Chapters are engaged in the regulatory mandate of PEO	21.1 Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides.
	21.2 Constitute a Chapter IT Governance Task Group to develop Chapter IT standards and recommended practices and enhance communication between Chapters and PEO on Chapter IT issues.
	21.3 Plan and implement combined Volunteer Leadership Conference involving leaders from chapters and committees / task forces to be held in conjunction with the PEO Annual General Meeting to facilitate common understanding of regulatory issues among all volunteers.
22. Equity and diversity values and principles are integrated into the general policy and business operations	22.1 Online equity and diversity training module is available to all ARC and ERC members. Introduce mandatory equity and diversity and AODA training for all ARC and ERC members.
23. Organizational renewal is ensured through succession plans and talent management strategies	23.1 Conduct analysis of volunteer database to identify committee HR plan gaps and turn-over rate.
	23.2 Develop succession plans and talent management strategies to enhance operational effectiveness.
24. PEO is recognized as an employer of choice	24.1 Conduct an employee job satisfaction survey to assess and improve employee engagement and morale.
	24.2 Develop an employer-of-choice strategy to increase employee engagement; enhance preservation of the knowledge base; promote employee satisfaction; and improve organizational performance.