



Professional Engineers
Ontario

Council Manual

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Council Manual Contents

1	Introduction	1
1	Role of PEO	1
1.1	Purpose	1
1.1.1	Principal Object under the <i>Professional Engineers Act</i>	1
1.1.2	Additional Objects under the <i>Professional Engineers Act</i>	1
1.2	Self-Regulation of the Profession	1
1.3	Investigative Body Status	2
1.4	PEO's Core Values	2
2	Roles and Responsibilities of a Councillor	3
2.1	Summary of Roles and Responsibilities	3
2.2	Duties of Councillors at Law	3
2.2.1	Duty of Care	3
2.2.2	Duty of Diligence	4
2.2.3	Duty of Wisdom	4
2.2.4	Duty of Loyalty	5
2.2.5	Additional Duties	5
2.3	Duties under <i>By-Law No. 1</i>	7
2.4	Councillors Code of Conduct	8
2.5	Directors' and Officers' Liability Insurance	8
3	Governing Documents	9
3.1	Governing Documents	9
3.1.1	<i>Professional Engineers Act</i>	9
3.1.2	Regulations under the Act	9
3.1.2.1	Regulation 941	9
3.1.2.2	Regulation 260	9
3.1.3	By-Law No. 1	10
3.2	Amendments to the Act, Regulations or By-Law	10
3.2.1	Amendments to the Act	10
3.2.2	Amendments to the Regulations	10
3.2.3	Amendments to By-Law No. 1	10
4	Regulatory Functions	12
4.1	Regulatory Functions	12
4.1.1	Licensure	12
4.1.2	Complaints	13
4.1.3	Enforcement	14
4.1.4.	Tribunals	14
4.1.4.1	Registration Committee	14
4.1.4.2	Discipline Committee	15
5	Guiding Principles for Regulating	16
5.1	Guiding Principles for Regulating	16
5.1.1	Governance Definition and Principles	16
5.1.2	Governance Principles for Regulatory Processes (ACDE)	17
5.1.2.1	Overriding Guiding Principles	17
5.1.2.2	Primary Guiding Principles	17

5.1.2.3	Secondary guiding Principles	17
5.1.2.4	To Optimize the ACDE Guiding Principles	18
5.1.3	Guiding Principles for Regulators: Access to Professions by International Candidates	18
5.1.3.1	Fairness	18
5.1.3.2	Objectivity	18
5.1.3.3	Transparency	18
5.1.3.4	Accountability	18
5.1.3.5	Collaboration	19
5.2	Fair Access to Regulated Professions Act (FARPA)	19
5.2.1.	Purpose	19
5.2.2	Overview of FARPA	19
6	Administering the Legislation	20
6.1	CEO/Registrar	20
6.1.1	Role, Duties and Limitations of CEO/Registrar	20
6.1.2	Registrar Performance Review	20
6.2	Core Business and Activities by Essential Purpose and Senior Management Responsibilities	21
7	Governing PEO	23
7.1	Governance Structure	24
7.2	Council	25
7.2.1	Composition of Council–Elected Members	25
7.2.2	Composition of Council–Appointments	25
7.2.3	Committees with Requirements for Council Members	25
7.3	Role of the Executive Committee	26
7.3.1	Executive Committee Duties	26
7.4	Role, Responsibilities and Selection Process for a Council Meeting Chair	27
7.4.1	Council Meeting Chair Role and Responsibilities	27
7.4.2	Selection Process	28
7.5	Role of PEO President	28
7.4.1	Duties of the President	28
7.6	Council and Executive Committee Meetings	29
7.6.1	Meeting Schedule	29
7.6.2	Council Agendas	29
7.6.3	Getting on the Agenda	30
7.6.4	Conduct at Meetings	30
7.6.5	Special Rules of Order	30
7.6.6	Meeting Management Guidelines	30
7.6.7	Council Minutes	31
7.6.8	Executive Committee Minutes	31
7.6.9	Expense Reports	31
7.7	Committees and Task Forces	32
7.7.1	Committees and Task Forces	32
7.7.2	Committees and Task Forces Policy	32
7.8	Volunteer Management	32
7.8.1	Council Reviews	32
7.8.2	Volunteer Reviews	33
7.9	PEO Regions and Chapters	33

7.9.1	Regions	33
7.9.2	Regional Councillors Committee/Regional Congresses	33
7.9.3	Chapters	34
7.9.3.1	Chapter Objectives	34
7.9.3.2	Chapter Business Planning and Budget Process	35
7.9.3.3	Staff Support	35
7.9.3.4	Chapter Communications	35
7.9.3.5	Chapter Volunteer Reward Program	
7.9.3.6	Program Delivery at the Chapter Level	
7.9.3.7	Government Liaison Program–Local Presence	
8	Management	36
8.1	Management	36
8.1.1	Setting the Direction	36
8.1.2	Annual PEO Business Cycle	36
8.1.3	Position Statements	37
8.1.4	Policies	37
8.2	Provide the Resources/Budget	38
8.3	Monitor Progress	38
8.4	Routine Business	38
8.5	Operational Items	38
8.6	Performance Reviews	38
9	PEO Activities	40
9.1	Practice Guidelines	40
9.2	Awareness Building	40
9.3	Advice to Government	40
10	Awards	41
10.1	PEO Awards	41
10.1.1	Companion of Order of Honour	41
10.1.2	Officer of Order of Honour	41
10.1.3	Member of Order of Honour	41
10.1.4	Honorary Member of Order of Honour	41
10.1.5	Sons of Martha Medal	42
10.1.6	President’s Award	42
10.1.7	G.Gordon M. Sterling Engineering Intern Award	42
10.2	Ontario Professional Engineers Awards (OPEA)	42
10.2.1	The Professional Engineers Gold Medal	42
10.2.2	The Engineering Medal	42
10.2.3	The Citizenship Award	43
10.3	External Awards	43
10.3.1	Order of Canada	43
10.3.2	Order of Ontario	44
10.3.3	Engineers Canada	44
10.3.3.1	Canadian Engineers Awards	44
10.3.3.2	Fellowships	45
10.3.4	Ontario Volunteer Service Awards	45

11	External Organizations	47
11.1	Engineers Canada	47
11.1.1	Canadian Engineering Accreditation Board (CEAB)	47
11.1.2	Canadian Engineering Qualification Board (CEQB)	48
11.1.3	Official Trade Marks	48
11.1.4	Other Engineers Canada Activities	48
11.2	Ontario Society of Professional Engineers (OSPE)	49
11.3	Ontario Association of Certified Engineering Technicians and Technologists (OACETT)	56
11.4	Consulting Engineers of Ontario (CEO)	57
11.5	Ontario Professional Engineers Foundation for Education (FFE)	58
11.5.1	Goals	58
11.5.2	Engineers without Borders (EWB)Scholarship-Leaders for the Future	58
11.5.3	Entrance Scholarships	58
11.5.3.1	Undergraduate Scholarships	59
11.5.3.2	Foundation for Education Gold Medal	59
11.5.3.3	Councillors and the Foundation	59
12.	Reference Material	60
12.1	Roles and Responsibilities of the Registrar	60
12.2	Policy Development Cycle	72
12.3	List of Current Committees and Task Forces	73
12.4	Committees and Task Forces Policy	74
12.5	Committees and Task Forces Reference Guide	79
12.6	Chapter Terms of Reference	83
12.7	History of PEO	84
12.8	PEO Historically-Used Acronyms	90
12.9	Regional Maps	
12.10	Communications Policy	

Introduction

Welcome to the PEO Council.

This Council Manual will provide you with information about PEO's regulatory role, its governance structure, Council's duties and responsibilities and how Council functions. There is also information on PEO's external organizations and industry awards.

The manual is divided into clearly identifiable sections to make it easy for you to find information.

We welcome any suggestions you may have on ways to improve the manual. Please feel free to submit your comments to Gerard McDonald, P.Eng., Registrar, at gmcDonald@peo.on.ca, or by phone at 416-840-1102 (direct line).

1. Role of PEO

- 1.1 Purpose
 - 1.1.1 Principal Object
 - 1.1.2 Additional Objects
- 1.2 Self-Regulation of the Profession
- 1.3 Investigative Body Status
- 1.4 PEO Core Values

1.1 Purpose

PEO exists to govern the engineering profession in the public interest:

- ◆ by ensuring the people of Ontario are served by engineers who meet high standards of learning, competence and professional conduct;
- ◆ by upholding the independence, integrity and honour of the engineering profession; and
- ◆ for the purpose of advancing the practice of engineering and the public well-being.

Its purpose is defined in the principal and additional objects under the *Professional Engineers Act*, R.S.O. 1990 (the Act).

1.1.1 Principal Object – Section 2(3) of the Act

The principal object of the Association is to regulate the practice of professional engineering and to govern its members, holders of certificates of authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected

1.1.2 Additional Objects - Section 2(4) of the Act

For the purpose of carrying out its principal object, the Association has the following additional objects:

- To establish, maintain and develop standards of knowledge and skill among its members.
- To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.
- To establish, maintain and develop standards of professional ethics among its members.
- To promote public awareness of the role of the Association.
- To perform such other duties and exercise such other powers as are imposed or conferred on the Association by or under any Act.

1.2 Self-Regulation of the Profession

“Self-regulation is a privilege and a responsibility. The Professional Engineers Act is a contract between the engineering profession and the people of Ontario. PEO has mandatory obligations under the Act. As well, PEO has other responsibilities that provide leadership and trusteeship. As members of a self-regulatory profession, we all have a role in ensuring our profession, through our association, is transparent, responsive and accountable, and that this is seen by the government and the public.”

Kim Allen, P.Eng., CEO/Registrar, PEO 2003 Annual Report

In granting self-governance to the engineering profession, the Ontario government has delegated certain regulatory, governance and judicial functions to PEO, granting it powers to set standards and regulate the practice of engineering in Ontario to serve and protect public interest.

1.3 Investigative Body Status

In late 2006, pursuant to a regulation enacted under the *Personal Information Protection and Electronic Documents Act* (PIPEDA), a federal statute that protects personal information, PEO obtained the designation of “investigative body”. This grants extensive investigatory power to PEO. Among other things, PEO can, in the course of an investigation that relates to any of its regulatory duties, obtain, use and disclose any information (including personal information) without the need for third-party consent or a summons. PEO can use this power, when required, to assist it in its licensing, complaint and discipline processes.

As an investigative body, PEO is required to have a privacy policy in place. PEO is committed to responsible behavior when collecting, using and disclosing personal information about practitioners and others. It has established a detailed Privacy Policy and a Privacy Office to achieve this goal.

PEO’s full Privacy Policy is available from PEO’s website at www.peo.on.ca or by calling or writing the Chief Privacy Officer.

1.4 PEO’s Core Values

The Core Values define the culture of the organization. The CEO/Registrar is required to operate within these values and contribute to building PEO’s culture around these values.

- ◆ **Accountability.** PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions, and deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired timeframes.
- ◆ **Respect.** PEO demonstrates respect for its staff, volunteers, applicants, licence holders, and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.
- ◆ **Integrity.** PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.
- ◆ **Professionalism.** PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.
- ◆ **Teamwork.** PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

2. Roles and Responsibilities of a Councillor

- 2.1 Summary of Roles and Responsibilities
- 2.2 Duties of Councillors at Law
 - 2.2.1 Duty of Care
 - 2.2.2 Duty of Diligence
 - 2.2.3 Duty of Wisdom
 - 2.2.4 Duty of Loyalty
 - 2.2.5 Additional Duties
- 2.3 Duties under By-Law No. 1
- 2.4 Councillors Code of Conduct
- 2.5 Insurance

As a member of Council, you are part of the governing body and board of directors of PEO. Council's duties and responsibilities are set out in the *Professional Engineers Act* (the Act), Regulation 941, PEO's *By-Law No. 1*, and in its policies. In addition, Council has further duties established by common law and other statutes.

2.1 Summary of Duties and Obligations of Councillors

The following is a summary of the duties and obligations of Councillors. They are more completely described in the sections indicated.

a) Ensuring Compliance with Governing Documents (section 3)

As the governing body of PEO, Council is responsible for ensuring compliance with PEO's governing documents.

b) Ensuring Compliance with Guiding Principles for Regulating (section 5)

Council has adopted principles to assist it in fulfilling its obligations as a regulator and the governing body of PEO and these are outlined in section 3. There is also a discussion of the *Fair Access to Regulated Professions Act*, which sets out a number of governing principles that apply to PEO as a regulator. Council must ensure PEO complies with these principles.

c) Administering the Legislation (section 6)

Council is responsible for administering its governing documents. Section 6 discusses the role of the CEO/Registrar in assisting Council in fulfilling this obligation. There is also a discussion of PEO's regulatory functions, including licensure, its tribunals, committees and task forces. These are the tools used to assist Council in regulating the profession and governing its members.

d) Managing the Affairs of PEO (see section 8)

As the governing body of PEO, Council is responsible for ensuring that PEO is effectively managed and operates as a sound organization financially. Section 8 discusses Council's role in setting the direction for PEO, its role in PEO's annual business cycle, setting budgets and establishing policies and position statements.

2.2 Duties and Responsibilities of Councillors at Law

Councillors are required to exercise their power with competence (or skill) and diligence in the best interests of PEO. They owe what is called a "fiduciary duty" to PEO. The duty is a "fiduciary" duty because the obligation to act in the best interests of PEO, at its core, is an obligation of loyalty, honesty and good faith. Councillors' fiduciary duties can be divided into the following branches:

- ◆ the duty of care;
- ◆ the duty of diligence;
- ◆ the duty of wisdom;
- ◆ the duty of loyalty; and
- ◆ the additional duties of being a Council member of PEO.

2.2.1 Duty of Care

The duty of care has a number of practical implications. Councillors must:

- ◆ ensure that Council meets regularly [“Council shall meet at least four times a year.” S.3(12) of the Act
- ◆ attend meetings of Council whenever reasonably possible; S.4 of the Act
- ◆ hold an annual meeting of the members of PEO not more than 15 months after the holding of the last preceding annual meeting.
- ◆ ensure that minutes of meetings of Council accurately record the actions taken and the decisions made by Council in regard to the item of business it considered;
- ◆ carefully review all reports relating to PEO's financial affairs, including interim and year-end financial statements;
- ◆ understand and comply with the stated purposes of PEO as provided for in the letters patent of PEO; and
- ◆ understand and carry out their obligations under PEO's bylaws, including the requirement to call an annual general meeting and to provide information to the members at that meeting.

2.2.2 Duty of Diligence

The duty of diligence has a number of practical implications. Councillors must:

- ◆ exercise independent judgment when voting in all corporate decisions, and not simply vote with the majority for no well-informed reason;
- ◆ require senior management to provide them with any ongoing operational and program information;
- ◆ appoint and replace the CEO/Registrar, monitor and supervise the CEO/Registrar and regularly assess his or her performance and provide advice and counsel in the execution of his or her duties;
- ◆ pass by-laws relating to the administrative and domestic affairs of PEO not inconsistent with the *Act* and the regulations [bylaws are not effective until confirmed by the members of PEO. S. 8 (2)] of the Act;
- ◆ appoint individuals to the following legislated committees:
 - a) Executive Committee,
 - b) Academic Requirements Committee,
 - c) Experience Requirements Committee,
 - d) Registration Committee,
 - e) Complaints Committee,
 - f) Discipline Committee,
 - g) Fees Mediation Committee,
- ◆ establish such other committees as the Council from time to time considers necessary;
- ◆ accept appointment to committees and panels;
- ◆ approve and monitor compliance with all significant policies and procedures by which PEO is operated; and
- ◆ be aware of all strategic policies affecting the organization and ensure that certain key policies are in place (e.g. investment policy).

2.2.3 Duty of Wisdom

The duty of wisdom requires Councillors to:

- ◆ be thoroughly informed about any decisions Council has to make and ensure that they are provided in a timely manner before the Council meeting with all relevant documents, including agreements, financial reports and information, legal opinions and other information necessary to make knowledgeable and informed decisions at the Council meeting;
- ◆ carefully review and participate in formulating and approving the annual budget and strategic plan with the assistance of senior staff;
- ◆ be aware of the laws and regulations affecting PEO and obtain necessary legal and accounting advice.

2.2.4 Duty of Loyalty

The duty of loyalty and duty to avoid conflicts of interest have a number of practical implications. Councillors must:

- ◆ demonstrate full allegiance to PEO's mission and further its cause;
- ◆ approve a conflict of interest policy that includes guidelines on the circumstances in which Councillors will be considered to be in conflict and the appropriate remedies for failing to disclose a conflict;
- ◆ not disclose any information acquired in connection with their position as Councillors that might be harmful to the interests of PEO;
- ◆ not disclose or use any information relating to the affairs of PEO for personal profit or advantage;
- ◆ place the interests of PEO above personal self-interest in all dealings with PEO;
- ◆ carry out all of their duties in the best interests of PEO;
- ◆ actively avoid all conflicts of interest and immediately disclose any actual or potential conflict, real or perceived, to Council;
- ◆ ensure that minutes of any meeting at which a decision involving a potential conflict of interest is discussed accurately reflect the views of all conflicted and non-conflicted Councillors;
- ◆ obtain a legal opinion where there is uncertainty as to whether a conflict of interest exists; and
- ◆ resign where it is apparent that the Councillor cannot act in the interests of PEO without acting against the interests of the other.

2.2.5 Additional Duties

Section 3(1) of the Act states: the Council of the association "is the governing body and board of directors of the association" and Council "shall manage and administer its affairs". As a director, you have certain duties, responsibilities and liabilities established by statute and by common law.

- ◆ ***Duty of Skill and Prudence.*** The level of skill required will depend on the particular individual (conduct that may be reasonably expected from a person of such knowledge and experience as the identified director);
- ◆ ***Duty to Manage.*** Duty to manage PEO and to apply its Act/Regulation and By-law equitably;
- ◆ ***Fiduciary Duty.*** Directors have obligations to act honestly, in good faith, to be loyal, and to act in the best interests of PEO;
- ◆ ***Duty of Knowledge.*** Requires Councillors to acquire knowledge of all aspects of PEO, including contents of the Act, Regulation 941, Regulation 260, By-Law No. 1, and PEO's duties and obligations;
- ◆ ***Duty to avoid conflicts of interest.***

- ◆ **Duty to act within a scope of authority.** Directors must know the scope of their authority and the permitted activities of PEO;
- ◆ **Criminal liability found in the Criminal Code.** This includes fraud and conspiracy. Also under the *Criminal Code of Canada*, directors are now liable for gross negligence in the workplace. (This is a result of the Westray Mines incident);
- ◆ **Civil liability.** This generally occurs where the director has had some personal participation in the offence or in expressly authorizing a wrongful act that is the subject of civil litigation;
- ◆ **Statutory liability.** Many federal and provincial Acts impose liabilities on directors—for example, the *Canada Corporations Act* and the *Ontario Corporations Act*. Section 49 of the *Ontario Corporations Act* sets out which sections apply to PEO and what is covered. These include:
 - (a) **Employee Wages and Vacation.** Directors are jointly and severally liable for six months wages and 12 months of vacation (section 81 of the *Corporations Act (Ontario)*), but only if the corporation has been sued for the debt within six months after it became due and the employees have been unable to collect from the corporation or the corporation has gone into liquidation, been wound up or declared bankruptcy. Directors must be sued within one year of having been a director or while still a director,
 - (b) **Income Tax liability—Source Deductions.** Directors must ensure that proper deductions are made on staff salaries and other remuneration paid to employees. Under the *Income Tax Act (Canada)*, directors who were in office at the time the corporation failed to deduct, withhold or remit or pay the amount due are liable, together with the corporation, for the amount and any interest or penalties. If a director can show that he or she exercised the degree of care, diligence and skill to prevent the failure to deduct source deductions that a reasonably prudent person would have exercised in comparable circumstances, he or she may not be found liable. Also, directors should also ensure that the corporation treats those who provide services to it as employees where the law requires. This is particularly important when dealing with independent contractors. If an independent contractor is found to be, in fact, an employee, the directors may be liable under the *Income Tax Act*,
 - (c) **Employment Insurance Act (Source Deductions).** Every employer paying remuneration to a person employed in insurable employment must deduct and remit to the Receiver General insurance premiums as prescribed by the *Employment Insurance Act (Canada)*. Failure to do so could result in personal liability for directors. However, directors have a due diligence defence similar to the one under the *Income Tax Act*,
 - (d) **Canada Pension Plan—Failure to remit employee premiums.** Pursuant to section 21(1), if an employer fails to deduct or remit an amount as and when required under the Act, the people who were the directors of the corporation at the time the failure occurred are jointly and severally or solidarily liable, together with the corporation, to pay that amount and any interest or penalties relating to it. However directors have a due diligence defence similar to the one under the *Income Tax Act*,
 - (e) **Income Tax Act (Canada).** Filings for not-for-profit corporations are exempt from tax under Part I of the *Income Tax Act*. However, they are not exempt from the reporting and compliance requirements set out in the Act. Directors need to ensure tax filings and forms are made when required, otherwise a director could face fines or other charges,
 - (f) **Excise Tax Act (Canada).** Not-for-profit corporations are generally required to pay GST on most goods and services. In some circumstances, the *Excise Tax Act* imposes liability on the corporation and its directors personally for GST remittances. However, directors have a due diligence defence similar to the one under the *Income Tax Act*.

Subsection 323(3) of the *Excise Tax Act* provides that a director is not liable for GST amounts due where the director exercised the degree of care, diligence and skill to prevent the failure that a reasonably prudent person would have exercised in comparable circumstances. Also, liability for any assessment of amounts payable by a person who is a director of a corporation expires within two years after the person ceases to be a director,

- (g) *Workplace Safety and Insurance Board Act (Ontario)*. Directors are not liable for a corporation's failure to remit premiums, unless it can be shown they did not intend to pay them. However, in the event of any breach of this Act, every director who knowingly authorized, permitted or acquiesced in such action is also guilty and subject to fines of up to \$25,000,
- (h) *Pension Benefits Act (Ontario)*. In situations where corporations fail to pay premiums for employee's pension plans and/or fail to hold monies in trust as required, every director who knowingly authorized, permitted or acquiesced in such action is also guilty and subject to fines of up to \$100,000. They can also be held accountable for the entire amount of the premiums etc. that were not remitted, and
- (i) *Environmental Protection Act (Ontario)*. Directors and officers of not-for-profit corporations are subject to the same liability under the environmental protection legislation as are directors and officers of business corporations. While the legislation may not apply to most not-for-profit corporations, depending on their nature and the location of their activities and programs, it may be an area worth considering in more depth. In many cases, the potential liabilities contemplated under environmental statutes are far-reaching and quite onerous. So, for instance, if a not-for-profit corporation is offered a gift of real property, legal counsel should review whether contaminants already exist in the property. The *Environmental Protection Act* requires directors to take reasonable care to prevent the unlawful discharge of a contaminant into the natural environment.

2.3 Duties Under By-Law No.1

Additional duties and responsibilities of PEO Council are set out in sections 28 and 29 of *By-Law No. 1* as follows:

28. All elected members of the Council and all appointed members of the Council shall comply with the provisions of the Act, the regulations and the by-laws and shall exercise the powers and discharge the duties of their offices honestly in good faith and in furtherance of the objects of the association in order that the public interest may be served and protected. All elected members of the Council and all appointed members of the Council shall:

- (a) endeavour to take part in the committee work of the association and serve actively during their terms of office on any committees to which they have been appointed;*
- (b) endeavour to take part in Chapter affairs including appearance before Chapters during their terms of office as a panelist, speaker or representative of the Council;*
- (c) endeavour to be present at and participate in the annual meeting of the members of the association;*
- (d) perform such duties on behalf of the officers of the association as may be requested, including attendance at local functions as representatives of the association;*
- (e) serve on the committees which the Council may appoint under the provisions of the Act with respect to hearings on membership and disciplinary matters;*

- (f) ensure that confidential matters coming to their attention as members of the Council are not disclosed by them except as required for the performance of their duties or as may be directed by the Council or by the president; and*
- (g) disclose any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter.*

29. All elected members of the Council and all appointed members of the Council shall familiarize themselves with the Act, the regulations, the by-laws and code of ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

2.4 Councillors Code of Conduct

Council expects of itself and its members ethical, business-like and lawful conduct. This includes fiduciary responsibility, proper use of authority and appropriate decorum when acting as Council members or as external representatives of the association. Council expects its members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

PEO is committed that its operations and business will be conducted in an ethical and legal manner. Each participant (volunteer) is expected to be familiar with, and to adhere to, this code as a condition of their involvement in PEO business. Each participant shall conduct PEO business with honesty, integrity and fairness and in accordance with the applicable laws. The Code of Conduct is intended to provide the terms and/or spirit upon which acceptable/unacceptable conduct is determined and addressed.

At its September 2006 meeting, Council determined that PEO volunteers should meet the same obligations and standards regarding conduct when engaged in PEO activities as they are when engaged in business activities as professional engineers.

2.5 Insurance

Councillors are covered under PEO's Directors and Officers Liability Insurance Policy. The policy only relates to Councillors' actions as Councillors and does not extend to any personal matters. This insurance protects the personal assets of Councillors against errors and omissions. In the event of any third-party actions against a Councillor, PEO's insurers would defend the action and be responsible for payment of any claims. The policy limit is \$5,000,000 per claim with a \$25,000 deductible, which is paid by PEO.

This policy also covers committee and task force members. A copy of the policy is available upon request.

3. Governing Documents

3.1 Governing Documents

3.1.1 *Professional Engineers Act* (the Act)

3.1.2 Regulations under the Act

3.1.2.1 Regulation 941

3.1.2.2 Regulation 260

3.1.3 PEO's *By-Law No. 1*

3.2 Amendments to the Act, Regulation or By-Law

3.2.1 Amendments to the Act

3.2.2 Amendments to the Regulation

3.2.3 Amendments to By-Laws

3.1 Governing Documents

In fulfilling its statutory obligation to the profession and to the public, Council must ensure that PEO, its members and the public do not violate any provisions of the statute, regulation and documents that govern it. They are set out below in order of superiority:

- ◆ *Professional Engineers Act*;
- ◆ Regulation 941;
- ◆ Regulation 260
- ◆ *By-Law No. 1*.

3.1.1 *Professional Engineers Act* (the Act)

The Act is a legislative enactment creating PEO and authorizing it to regulate the practice of professional engineering in Ontario and govern its members to serve and protect the public interest. It is the paramount governing document. It sets out the powers, duties and obligations of Council (and of PEO). Council can only exercise the powers given to it under the Act.

3.1.2 Regulations under the Act

The Regulations are also a legislative enactment. They are intended to contain details of matters set out in the Act. It is subordinate to the Act and, as such, must complement and not conflict with the Act. Council can only make regulations pertaining to areas listed under section 7(1) of the Act.

3.1.2.1 Regulation 941

Regulation 941 of the *Professional Engineers Act*, amended to O.Reg. 480/09, is a regulation made to provide additional details and guidance for implementation of the Act. For example, the Regulation prescribes the process to be followed when electing professional engineers to Council. With respect to professional practice, the Regulation prescribes a *Code of Ethics*, defines negligence and professional misconduct, addresses the requirement for professional engineers to report unsafe situations and unethical practices, and states that all professional engineers shall have a seal and describes its use.

3.1.2.2 Regulation 260

Regulation 260 of the *Professional Engineers Act* establishes performance standards for professional engineers, initially relating to general review of construction of a building as provided for in the building code and to demolition. At its April 2011 meeting, Council approved several other performance standards that are presently awaiting legislative approval.

3.1.3 By-Law No.1

PEO's By-law is not a legislative enactment, but rather a set of internal rules approved by Council. It is intended to provide further rules regarding the operations of PEO. PEO's By-law is subordinate to the Act and Regulation and, as such, must complement, and not conflict with, the Act and Regulations. Council can only make by-laws pertaining to areas listed under section 8(1) of the Act.

3.2 Amendments to Act, Regulation or By-Law

Section 7(1) of the Act grants PEO Council the power to make regulations pertaining to, among other things:

- ◆ PEO governance, e.g. establishing the number of professional engineers elected to Council;
- ◆ licensing requirements, e.g. academic and experience standards; and
- ◆ standards of professional practice and ethics, e.g. setting a code of ethics.

In addition, section 8(1) of the Act permits PEO to make by-laws pertaining to its administrative and corporate affairs, such as prescribing the duties of officers of PEO.

3.2.1 Amendments to the Act

Amendments to the Act are difficult to obtain. Relatively minor (called "housekeeping") changes can occur only when the provincial government Cabinet (Lieutenant Governor-in-Council) decides to review a number of Acts by means of an "omnibus" Act amendment. This is not necessarily done on an annual basis, but rather at Cabinet's discretion. More significant changes to the Act are typically done on a separate basis. The last major change to the Act was in 1984.

3.2.2 Amendments to the Regulations

Amendments to the Regulations can be done at any time. However, section 7(1) of the Act states that all amendments are subject to the approval of the Lieutenant Governor-in-Council and are subject to prior review by the Minister, in this case the Attorney General. The process is as follows.

Council approves a motion to amend the Regulations. A summary policy analysis is prepared for the Attorney General's office to support the proposed amendment. This document includes the actual Council-approved directions, the policy implications and the supporting policy analysis (why change is needed) so that it provides the Attorney General and legislative drafters some background on what the new Regulation is intended to do.

The Attorney General's office then sends a final draft of the Regulation, accompanied by an Order-in-Council containing the amendment, to PEO for final Council approval. PEO signs the Order-in-Council. The Attorney General's office then completes the final steps, informs PEO that the Regulation has been approved, that it is in the hands of the Registrar of Regulations, and that it has been posted on E-laws on the government website. Once this is done, it becomes law and in force. PEO then provides notice of the new Regulation in *Engineering Dimensions* and posts the Regulation on its website.

3.2.3 Amendments to By-Law No. 1

Council typically approves the policy for a By-Law amendment, and then the wording is drafted by PEO staff or outside counsel. On October 25, 2010, the *Open for Business Act, 2010* was enacted. That Act amended over 50 pieces of legislation, including the *Professional Engineers*

Act. About two-thirds of the changes to PEO's Act were effective October 25. The remainder will be effective on a future date when proclaimed by the lieutenant governor.

Among the changes that took effect in October 2010 were amendments to Sections 8.(2) and 8.(3). These changes allow a by-law passed by Council to be effective when it is passed, without confirmation by a majority of members, unless Council determines otherwise. Council has determined that it will seek member approval of a by-law passed by Council pertainingly *only* to annual fees for licence holders.

When passed by Council or if confirmed by members when required, PEO is required by section 8.(4) of the Act to forward to a copy of any By-law amendments to the Attorney General's office, to each member of PEO, and to make it available for public inspection.

The current versions of the *Professional Engineers Act*, Regulation 941, Regulation 260 and *By-Law No. 1* can be found on PEO's website (www.peo.on.ca). Click on the top tab "About PEO"; there you will find a link to each of these documents.

4. Regulatory Functions

4.1 Regulatory Functions

- 4.1.1 Licensure
- 4.1.2 Complaints
- 4.1.3. Enforcement
- 4.1.4. Tribunals
 - 4.1.4.1 Registration Committee
 - 4.1.4.2 Discipline Committee

4.1 Regulatory Functions

PEO protects the public interest by regulating the practice of professional engineering in the following areas:

4.1.1 Licensure

PEO ensures that every person licensed as a professional engineer in Ontario meets stringent academic, experience and professional standards, as established by the association. PEO processes and evaluates applications for licences, temporary licences, limited licences, provisional licences and Certificates of Authorization in two areas:

- ◆ the practice of professional engineering; and
- ◆ the offering of professional engineering services directly to the public.

The qualifications for the types of licences PEO issues are prescribed in Regulation 941 under the Act. They may be found under the following sections:

- ◆ professional engineer, s.33-41;
- ◆ temporary licence, s. 42-44;
- ◆ provisional licence, s.44.1;
- ◆ limited licence, s. 45-46;
- ◆ Certificate of Authorization, s. 47-49; and
- ◆ Consulting Engineer designation, s. 56-59.

The Consulting Engineer designation is not a licence, but rather a protected title under the Act. Designated consulting engineers are holders of Certificates of Authorization and/or are licensed professional engineers.

PEO offers an Engineering Intern program. This program helps Engineers-in-Training (EITs) to understand the requirements for licensing, in particular the experience required to qualify for a P.Eng. licence. It also offers participants the opportunity to obtain detailed, confidential annual work experience reviews, guidance on how to demonstrate to employers and supervisors their commitment to becoming licensed professional engineers, and the opportunity to participate in PEO's chapter activities. Undergraduate engineering students are entitled to participate in PEO's Internet-based Student Membership Program (SMP). By doing so, they can obtain important information about their future engineering career, including the required experience for licensing. It also affords them the opportunity to have PEO and members of the engineering community answer their questions about engineering.

PEO also offers a Structured EIT program. This program is a partnership with PEO and employers of EITs to provide the appropriate environment, supervision, opportunities, range and progression of activities to meet the experience criteria for professional licensure by PEO.

Expected results from the Structured EIT program include better predictability regarding the training of licensable professionals. Preliminary data from students and potential applicants, as well as company officials, indicate that this is a welcome concept and will likely attract many applicants to the process. Since it will require that the intern be employed in a company capable and willing to provide the requisite training to meet the acceptable engineering experience, the current licensed professionals and the companies that employ them will necessarily become much more focused on PEO as the regulator and the *Professional Engineers Act* and its obligations.

To enhance inclusiveness in the profession, Council established an Engineering Intern Financial Credit Program (FCP). Under this initiative, individuals who have graduated from Canadian Engineering Accreditation Board (CEAB)-accredited bachelor of engineering programs and International Engineering Graduates (IEGs) with a Bachelor of Engineering or applied science degree may be able to apply for the professional engineer licence at no cost and may also be registered as EITs in the Engineering Internship Training program for the first year at no cost, provided they meet specific criteria established by PEO.

To be eligible for the program, CEAB graduates must apply for the FCP on-line within six months of their graduation conferral date. PEO also must receive from CEAB graduates, within six months of the graduation conferral date, the following information:

- ◆ acceptable academic documents;
- ◆ acceptable proof of age document;
- ◆ acceptable Canadian status documents;
- ◆ provide a valid email address for all PEO communications; and
- ◆ a signed declaration of Application as on the on-line FCP form.

To be eligible for the program, IEG applicants must have a Bachelor of Engineering or applied science degree acceptable to PEO and must apply for the FCP on-line within six months of their landing in Canada. PEO also must receive from IEG applicants, within six months of their landing in Canada, the following information:

- ◆ acceptable academic documents;
- ◆ acceptable proof of age document;
- ◆ acceptable Canadian status documents;
- ◆ provide a valid email address for all PEO communications;
- ◆ a signed declaration of Application as on the on-line FCP form; and
- ◆ a work experience summary, if an applicant has at least five years of engineering experience since graduation.

The PEO Registrar reserves the right to determine, at his or her sole discretion, if an FCP applicant meets the EIT Financial Credit Program requirements.

4.1.2 Complaints

Dealing with complaints about the professional conduct of licence holders is a fundamental activity for any professional regulatory body. Definitions of professional misconduct and incompetence are found in section 28 of the Act and section 72 of Regulation 941. Pursuant to section 24(1) of the Act, PEO's Complaints Committee investigates and considers complaints made by members of the public or the profession regarding the actions or conduct of PEO licence and Certificate of Authorization (C of A) holders.

When warranted, the Complaints Committee will refer the matter to the Discipline Committee. (see section 4.2.4.2 below)

4.1.3 Enforcement

One of PEO's central responsibilities is to protect the public from unqualified practitioners by enforcing the licensing and title provisions of the *Professional Engineers Act*. Complaints by members of the public and licence holders are investigated and enforcement action is taken where there is clear evidence that:

- ◆ unlicensed people are practising professional engineering;
- ◆ there is illegal use of a professional engineer's seal;
- ◆ people or companies are offering or providing services to the public within the practice of professional engineering without a Certificate of Authorization; and
- ◆ the terms "professional engineer" or "engineer" are used by unlicensed people, or in the names of companies without a Certificate of Authorization, in a way that has led the public to believe that these people or companies are qualified to practise professional engineering and offer professional engineering services.

As an investigative body under the *Personal Information Protection and Electronic Documents Act*, (referenced in section 1.2), PEO has extensive investigatory power which it can use in the course of an investigation related to any of its regulatory duties.

Following a one-year pilot project, Council approved the necessary budget and staffing requirements to implement a Proactive Enforcement Program on a permanent basis, the intent of which was to encourage stakeholders to report potential violations of the Act to PEO for investigation and follow-up in order to assess the extent of unlawful practice. The key element of the Program, "enhanced communication" focuses on an interactive enforcement video guide entitled *Licence Please!* This guide is designed to help education PEO members and key stakeholders about the requirements of the *Professional Engineers Act*, the nature of illegal engineering practice, and the actions PEO takes when it encounters illegal practice and unauthorized use of the engineering title.

4.1.4 Tribunals

4.1.4.1 Registration Committee

One of PEO's main regulatory activities is licensure. The Act sets out the licensing requirements for all applicants for a licence or Certificate of Authorization. Pursuant to section 19(1) of the Act, where the Registrar proposes (a) to refuse to issue a licence or (b) to refuse to issue, suspend or revoke a licence or Certificate of Authorization (C of A), the Registrar must serve notice of this proposal to refuse to the applicant. The Registrar must also advise the applicant that he/she is entitled to a hearing before the Registration Committee. The hearing is a new opportunity for the applicant to present evidence to the Registration Committee to show why he or she should be licensed or should receive a Certificate of Authorization.

The Registration Committee is an administrative tribunal that performs a quasi-judicial function. In that sense, it is similar to a court in that it conducts hearings to determine whether an applicant should be licensed or receive a Certificate of Authorization (C of A). Section 19(7) of the Act sets out the powers of the Registration Committee. Following a hearing, the Committee may: (i) direct the Registrar to issue a licence or C of A; (ii) direct the Registrar to refuse to issue a licence or C of A, or exempt the applicant from any requirements of the Act or Regulations, or (iii) direct the Registrar to issue a licence or C of A with terms and conditions.

Council selects the members of the Registration Committee. There are no special requirements in the Act regarding the composition of the Registration Committee. The chair of the committee selects the panel for each hearing.

4.1.4.2 Discipline Committee

The Discipline Committee is also an administrative tribunal performing a quasi-judicial function. It, too, is like a court in that it hears matters involving allegations of professional misconduct or incompetence against members that, pursuant to section 28(1) of the Act, are referred to it by Council, the Executive Committee, or by the Complaints Committee. Unlike the Registration Committee, section 27(1) of the Act sets out specific requirements for composition of the Discipline Committee. They are: (i) at least one member must be from Council and is to be appointed by the members of Council; (ii) at least one person must be a member of PEO and a member of Council and is appointed by the Lieutenant Governor-in-Council; and (iii) people appointed to the committee by Council from among the members of PEO who have at least 10 years experience in the practice of professional engineering.

Section 28(4) of the Act sets out the very extensive powers of the Discipline Committee where it finds a member to be guilty of professional misconduct or incompetence, including the power to revoke or suspend a licence.

5. Guiding Principles for Regulating

5.1 Guiding Principles for Regulating

- 5.1.1 Governance Definition and Principles
- 5.1.2 Guiding Principles for Regulatory Processes (ACDE)
 - 5.1.2.1 Overriding Guiding Principle
 - 5.1.2.2 Primary Guiding Principles
 - 5.1.2.3 Secondary Guiding Principles
 - 5.1.2.4 To Optimize the ACDE Guiding Principles
- 5.1.3 Guiding Principles for Regulators: Access to Professions by International Candidates
 - 5.1.3.1 Fairness
 - 5.1.3.2 Objectivity
 - 5.1.3.3 Transparency
 - 5.1.3.4 Accountability
 - 5.2.3.5 Collaboration

5.2 *Fair Access to Regulated Professions Act (FARPA)*

- 5.2.1 Purpose
- 5.2.2 Overview of FARPA

5.1 Guiding Principles for Regulating

PEO Council has approved three sets of principles to guide the association's activities:

1. Governance Definition and Principles;
2. Principles guiding PEO's regulatory processes, as developed by the Admissions, Complaints, Discipline and Enforcement (ACDE) Task Force, December 1999; and
3. Guiding Principles for Regulators Regarding Access to Professions by International Candidates—to guide PEO's admissions process for international engineering graduates.

These principles are employed:

- ◆ to test current processes and identify gaps or weaknesses;
- ◆ to assess options for addressing such issues; and
- ◆ to frame communications, whether written or oral.

5.1.1 Governance Definition and Principles

The term "governance" generally refers to the corporate structures, roles of participants and processes in how a corporation makes its decisions and sets its direction and includes:

- ◆ structures—Council, the offices of the CEO/Registrar and the President, the Executive Committee, other committees and task forces, staff, and members (licence holders);
- ◆ roles—the duties and obligations of those structures;
- ◆ processes—the policies and procedures adopted for the purposes of policy making, priority setting, budgeting, and Council and Executive Committee meetings and elections.

***Governance Principles (2007)*¹**

1. The purpose of PEO is defined in the principal and additional objects under the *Professional Engineers Act*, R.S.O. 1990 (the Act).

¹ As approved by Council, June 2007

2. Members have been granted the privilege of self-regulation of the profession in the public interest.
3. The role of PEO is to provide the trusteeship and leadership of the engineering profession through licensing and development of competent and ethical professional engineers for today and tomorrow's needs.
4. Council is accountable to the public and the members of PEO for both governance and the management of PEO as specified in the Act. The Attorney General represents the public.
5. Council will annually elect a meeting chair from among the members of Council.
6. The Registrar is the chief executive officer of PEO, and is known as the Registrar, operating within the defined Executive Limitations, and accountable to Council for:
 - ◆ the administration of the Act (Registrar);
 - ◆ management and operation of PEO (ceo);
 - ◆ keeping Council well informed (Registrar); and
 - ◆ keeping Council informed of policy development (ceo).
7. Council is responsible for determining and approving PEO policies. The Registrar is responsible for all operational policies.
8. Executive Committee has the responsibility to recommend policy-development priorities to Council for approval.
9. Council structures committees, task forces, chapters, and reporting relationships in a way that will best serve PEO to carry out its mandate. Work is to be delegated to:
 - ◆ Council committees (e.g. Audit, Central Election and Search, Regional Councillors);
 - ◆ the Executive Committee (e.g. strategic policy); and
 - ◆ the CEO/Registrar for operational committees (e.g. Academic Requirements, Experience Requirements, Discipline, Registration).
10. Council is responsible for conducting annual performance reviews of itself, the CEO/Registrar, all committees, and task forces, and an annual review of their effectiveness.
11. Council will provide for:
 - ◆ training/education and feedback to volunteers and staff;
 - ◆ an effective orientation for all new members of Council; and
 - ◆ education for members and stakeholders.
12. Any member may add an item to the Council agenda, subject to meeting the necessary notice requirements.
13. Council shall review the Governance Principles not fewer than every two years.

5.1.2 Guiding Principles for Regulatory Processes (ACDE)

The following principles were developed by the Admissions, Complaints, Discipline and Enforcement (ACDE) Task Force:

5.1.2.1 Overriding Guiding Principle

To protect and serve the public interest—PEO's principal object and mandate.

5.1.2.2 Primary Guiding Principles

- ◆ Fairness of process—a fair process is just and impartial.
- ◆ Transparency of process—procedures should be open to public scrutiny.

5.1.2.3 Secondary Guiding Principles

- ◆ Clarity of process—the process must be explicit.
- ◆ Consistency of Process—the same process must be applied equally and be accessible to all.

- ◆ Elimination of subjectivity or discretion—the evaluation process should be as objective as possible.
- ◆ Meet or exceed current minimum standards—this maintains or improves protection of the public interest.
- ◆ Non-discriminatory process—the process should be independent of an applicant’s age, race, ethnic origin, sex, etc.
- ◆ Predictability of process—applicants should be aware of the process at the outset.

5.1.2.4 To Optimize the ACDE Guiding Principles

- ◆ Clear Delineation of Roles—ensures accountability in the process.
- ◆ Economy of Process—the less expensive the process, the better.
- ◆ Simplicity of Process—the simpler the process, the better.

5.1.3 Guiding Principles for Regulators: Access to Professions by International Candidates²

Regulators of Ontario’s self-regulated professions protect the public by ensuring practitioners are qualified in accordance with established standards. The following overarching principles are designed to guide regulators as they evaluate their policies, practices and approaches in relation to internationally trained or educated candidates. The indicators listed below have been designed to assist professional regulatory bodies in assessing whether their policies and practices are consistent with the principles.

5.1.3.1 Fairness

- ◆ Access to the profession is available to all qualified candidates.
- ◆ Processes and decisions on entry to the profession are free of discrimination, whether personal or systemic.
- ◆ Candidates have access to an appeal process that is arm’s length in that the people who decide the appeal are not the same people who made the original decision.
- ◆ Fees are reasonable and commensurate with the services provided.

5.1.3.2 Objectivity

- ◆ There are objective, consistently applied standards of competence for entry to the profession.
- ◆ Standards are well-defined, clear, relevant, and communicated to candidates.

5.1.3.3 Transparency

- ◆ Information on requirements and processes for licensure and professional designation is readily available.
- ◆ Regulators identify candidate’s gaps and suggest possible ways to fill them through courses, skills training, and work placements offered by educational institutions, employers or others.

5.1.3.4 Accountability

- ◆ Regulators demonstrate accountability by reporting on progress regarding access for internationally trained or educated candidates through annual reports, statistics and other vehicles.

² As adopted by Council, February 2004

5.1.3.5 Collaboration

- ◆ Regulators collaborate with other bodies to improve access for internationally trained or educated candidates while respecting each other's unique roles and mandates.

5.2 Fair Access to Regulated Professions Act (FARPA)

FARPA received Royal Assent and was proclaimed in force on December 20, 2006.

5.2.1 Purpose

FARPA's purpose is to help ensure that regulated professions and individuals applying for registration by the regulated professions are governed by registration practices that are transparent, objective, impartial and fair.

5.2.2 Overview of FARPA

1. There is a general duty on a regulated profession to provide registration practices that are transparent, objective, impartial and fair (s. 5).
2. FARPA also sets out specific duties for regulators which include the duty to:
 - (a) provide information to applicants, including information about its registration practices and the amount of time that a registration process usually takes (s. 6.);
 - (b) provide objective requirements for registration and provide information as to which requirements may be satisfied through alternative methods (s.6);
 - (c) provide a fee scale related to registrations (s. 6);
 - (d) make registration decisions within a reasonable time, provide written responses to applicants within a reasonable time and provide written reasons to all applicants within a reasonable time in respect of all registration decisions and internal reviews (s.7);
 - (e) provide for an internal review of, or an appeal of, a decision within a reasonable time and to provide the applicant with an opportunity to make submissions in respect thereof (s. 8);
 - (f) make information publicly available regarding documentation and alternatives where the required documentation is not available (s. 9.);
 - (g) make transparent, objective, impartial and fair assessments of qualifications (s. 9);
 - (h) ensure that individuals assessing qualifications and making registration decisions receive training, including how to hold a hearing and training in any special considerations that may apply in the assessment of applications and the process for applying those consideration (s. 10.); and
 - (i) provide access to records by applicants upon request.
3. FARPA also establishes the Office of Fairness Commissioner (Commissioner). Among other duties, the Commissioner will conduct audits to assess the registration practices of regulated professions to ensure compliance with FARPA. The costs of such audits are to be borne by the regulators (s. 12).
4. To ensure compliance with FARPA, regulators will be required to review their practices on an ongoing basis and submit an annual report to the Commissioner (s. 18.). Further, regulators may be required by the Commissioner to file additional reports pertaining to the regulator (s. 21).
5. Finally, the Commissioner has the power to make such compliance orders as the Commissioner considers appropriate if it believes a regulator is in contravention of the FARPA or its Regulations (s. 25).

6 Administering the Legislation

- 6.1 Registrar
 - 6.1.1 Role, Duties and Limitations of Registrar
 - 6.1.2 Registrar Performance Review
- 6.2 Core Business Activities by Essential Purpose and Senior Management Responsibilities

6.1 Registrar

Council administers the Act, Regulations and By-Laws through, and with the assistance of, the Registrar.

6.1.1 Role, Duties and Limitations of CEO/Registrar

Section 12.1 (Reference Material) describes the roles, duties and limitations of the Registrar, as approved by Council at its March 2006 meeting, and that remain in effect.

6.1.2 Registrar Performance Review

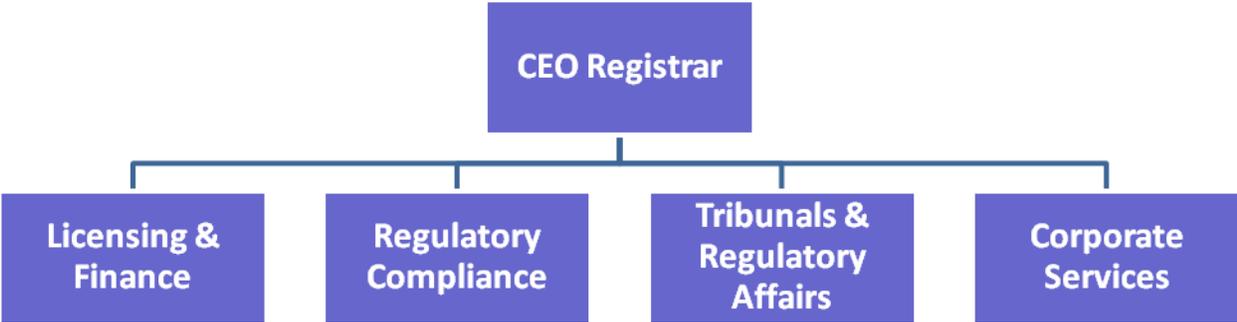
Based on the role statement Council approved for the Registrar, a set of projects and/or areas for special focus are established annually by the Human Resources Committee (HRC). Measurements defining success for each activity are identified.

The HRC has established a process whereby, annually, the focus and/or special projects to advance the Registrar's goals is established and approved by Council.

At the end of the year, the Registrar's performance is evaluated against the established objectives and measures with the involvement of the Registrar, and, on a confidential basis, with Council, the Corporate Leadership Team and other selected staff. The HRC then reviews the consolidated feedback and discusses the results with the Registrar

The HRC works with the Registrar in determining goals and measurements for the succeeding year and expects to establish the focus and/or special project/activity early enough to ensure that any projects are funded in the next year's budget for the next year.

6.2 Core Business Activities by Essential Purpose and Senior Management Responsibilities



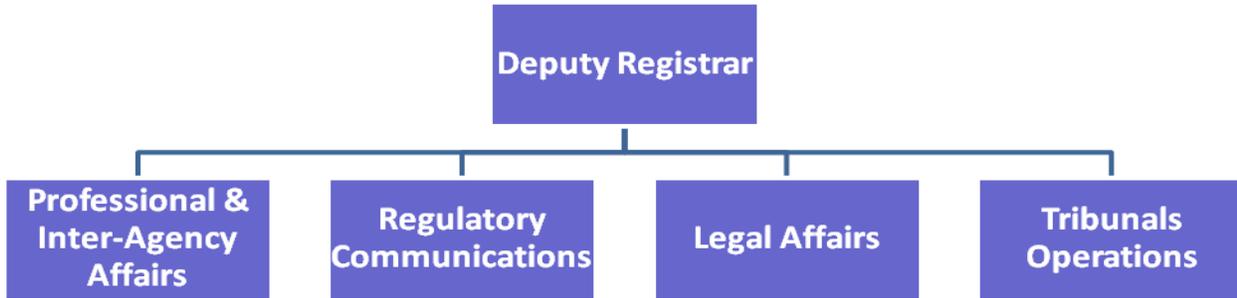
Licensing and Finance issues licences to permit practitioners to independently engage in the practice of professional engineering and oversees PEO’s finances in accordance with Council’s direction



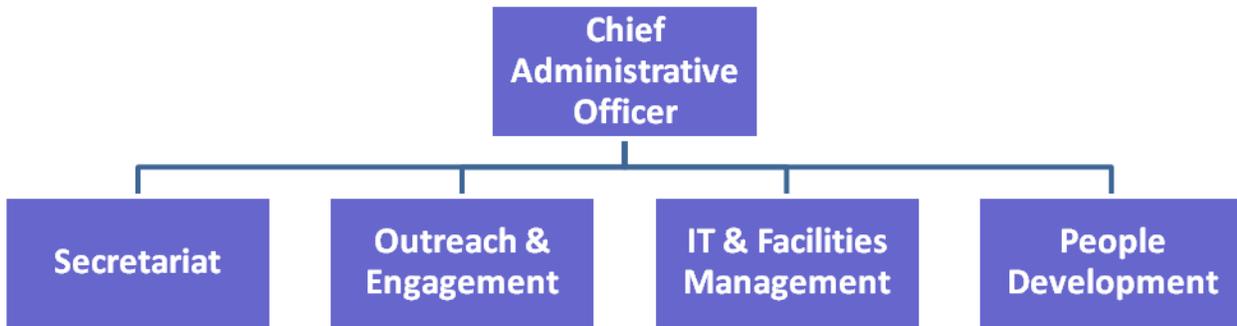
Regulatory Compliance governs all licence holders and holds them accountable for professional conduct, compliance with the code of ethics and the practice of professional engineering undertaken by the practitioners.



Tribunals and Regulatory Affairs is responsible for regulatory policy and professional practice (standards and guidelines), regulatory publications, graphics, communications support, brand management and tribunal operations.



Corporate Services provides services in support of PEO's leadership, management and core regulatory operations



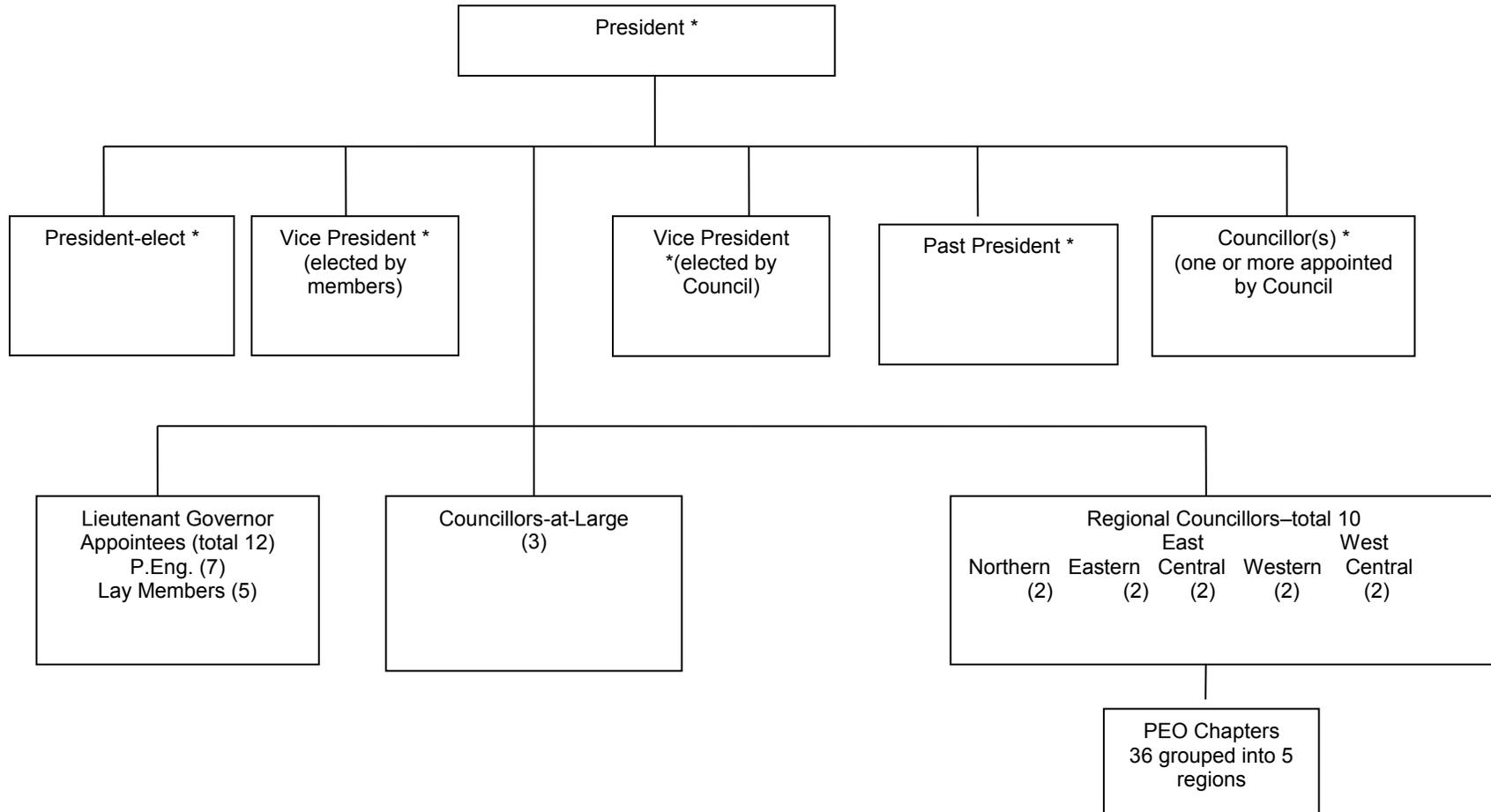
7. Governing PEO

- 7.1 Governance Structure
- 7.2 Council
 - 7.2.1 Composition of Council–Elected Members
 - 7.2.2 Composition of Council–Appointments (Lieutenant Governor Appointees)
 - 7.2.3 Committees with Requirements for Council Members
- 7.3 Role of the Executive Committee
 - 7.3.1 Executive Committee Duties
- 7.4 Role of PEO President
 - 7.4.1 Duties of the President
- 7.5 Council and Executive Committee Meetings
 - 7.5.1 Meeting Schedule
 - 7.5.2 Council Agendas
 - 7.5.3 Getting on the Agenda
 - 7.5.4 Conduct at Meetings
 - 7.5.5 Special Rules of Order
 - 7.5.6 Meeting Management Guidelines
 - 7.5.7 Council Minutes
 - 7.5.8 Executive Committee Minutes
 - 7.5.9 Expense Reports
- 7.6 Committees and Task Forces
 - 7.6.1 Committees and Task Forces
 - 7.6.2 Committees and Task Forces Policy
- 7.7 Volunteer Management
 - 7.7.1 Council Reviews
 - 7.7.2 Volunteer Reviews
- 7.8. PEO Regions and Chapters
 - 7.8.1 Regions
 - 7.8.2 Regional Councillors Committee/Regional Congresses
 - 7.8.3 Chapters
 - 7.8.3.1 Chapter Objectives
 - 7.8.3.2 Chapter Business Planning and Budget Process
 - 7.8.3.3 Staff Support
 - 7.8.3.4 Chapter Communications
 - 7.8.3.5 Chapter Volunteer Reward Program
 - 7.8.3.6 Program Delivery at the Chapter Level
 - 7.8.3.7 Government Liaison Program – Local Presence

7.1 Governance Structure

The chart below graphically illustrates the composition of Council. A more detailed description is provided in the next subsection.

* Members of the Executive Committee



7.2 Council

7.2.1 Composition of Council–Elected Members

The composition of Council is prescribed by section 2 of Regulation 941 under the Act.

Fifteen of PEO's Councillors are elected by PEO members as follows:

- ◆ a President-elect *, who assumes the position of President the year following his/her election;
- ◆ a Vice President *;
- ◆ two members who are elected in each of PEO's five regions—a total of 10 **; and
- ◆ three members who are elected from the members-at-large *.

* There is no restriction regarding who may be elected or appointed as an officer of PEO other than the requirements to be a member of PEO and to be nominated for election to Council as President-elect, Vice President or a Councillor-at-Large by no fewer than 15 other professional engineers, including at least one resident in each Region.

** The only qualification members must meet to be eligible for election to Council as Regional Councillor is that the member must be nominated by no fewer than 15 other professional engineers and must reside within the Region in which he or she is to be elected.

Each year, Council appoints a Central Election and Search Committee. Its purpose is to encourage members to seek nomination for election to Council as President-elect, Vice President or a Councillor-at-Large. Council also appoints Regional Election and Search Committees and their purpose is to encourage members in each region to seek election as Councillor for their region.

The election procedures are reviewed and approved by Council annually.

7.2.2 Composition of Council–Appointments (Lieutenant Governor Appointees)

In addition to Councillors elected by the membership, up to 12 PEO Councillors are appointed by the Lieutenant Governor of Ontario and are known as Lieutenant Governor-in-Council Appointees, or LGAs.

Some LGAs are professional engineers appointed to ensure representation of all major engineering disciplines, something that can't be guaranteed through the election process. Others are lay people who represent the broader public, and provide Council with the perspective of non-engineering practitioners. This helps give balance to Council deliberations. Lay LGAs play an important role in ensuring the association takes full account of the public interest in its deliberations and decision making.

As noted in *By-Law No. 1* (sections 28 and 29), Lieutenant Governor Appointees are equal members of PEO Council and carry the same responsibilities as elected members. Indeed, under the Act and its Regulation, certain roles within the regulatory process related to the Registration Committee and the complaints and discipline processes must be filled by LGAs.

7.2.3 Committees with Requirements for Council Members

- ◆ **Registration Committee** shall be composed of not fewer than two members of Council who were appointed to Council by the Lieutenant Governor-in-Council.

- ◆ **Complaints Committee** shall be composed of at least one member of Council who was appointed to Council by the Lieutenant Governor-in-Council.
- ◆ **Complaints Review Councillor** shall be appointed by and from among the members of Council appointed by the Lieutenant Governor-in-Council who are not members of PEO and is not eligible to be a member of the Complaints Committee or the Fees Mediation Committee.
- ◆ **Discipline Committee** shall be composed of at least one person from among the members of Council elected to Council and a member of Council appointed by the Lieutenant Governor-in-Council.

7.3 Role of the Executive Committee

7.3.1 Executive Committee Duties

Section 11 of the Act establishes the Executive Committee. The Executive Committee is one of the committees required under Regulation 941. Pursuant to section 28(1) of the Regulation, it is composed of:

- ◆ the President;
- ◆ the President-elect;
- ◆ the immediate Past President;
- ◆ the two Vice Presidents (one of whom is elected by the members, the other appointed by, and from among, the Councillors themselves); and
- ◆ one or more other members appointed by Council, one of whom must be a Lieutenant Governor in Council appointee.

Section 29 of Regulation 941 sets out the legislated duties of the Executive Committee as follows. The Executive Committee:

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

7.4 Role, Responsibilities and Selection Process for a Council Meeting Chair

7.4.1 Council Meeting Chair Role and Responsibilities

In general accordance with *Wainberg's Rules of Order* (Chapter 10), the chair will:

1. Preside over meetings of Council "to keep the meeting going in a legal and democratic manner".
2. Ensure Council discussions are focused on the agenda.
3. Encourage full Councillor participation
4. Be the role model in good governance for the rest of the Council.
5. Consult with the President, CEO/Registrar and governance staff regarding the agendas and associated background.

6. Have a strong working knowledge of the Council Manual, *Wainberg's Rules of Order*, and *PEO's Special Rules*, as they apply to Council meeting.

7.4.2 Selection Process

1. Annually, Council will first select its Meeting Chair at its meeting following the Annual General Meeting.
2. The Meeting Chair, who must be a member of Council, will serve at the pleasure of Council for a one-year term; however, the Council Meeting Chair may be removed by two-thirds vote of Council.
3. The Past President will conduct the vote in accordance with PEO procedure.
4. The President may be appointed by Council to also serve as Meeting Chair.

7.5 Role of the President

The President, guides Council to carry out its governance and fiduciary responsibility in a collegial manner, building consensus on issues of substance that will advance PEO. The President assures the integrity of Council's process, and represents Council to outside parties and provides leadership to ensure PEO is effectively governed.

The President speaks for Council with the all orders of government, universities, industry and all external stakeholders, other than in specifically authorized instances. Deriving from the firm principle that Council's role is supervisory, with operations delegated to management, the President has the ultimate formal authority and responsibility for overseeing the management. The President may provide guidance to the CEO/Registrar on operational matters, and has authority as directed by Council.

The President must lead Council and Executive Committee and encourage the development of policies that meet the current and future needs of the engineering profession.

7.5.1 Duties of the President

The President's duties may include, but are not limited to:

◆ Council Meetings

- (a) to chair meetings of Council, if so appointed by Council;
- (b) to chair meeting of the Executive Committee;
- (c) to enforce PEO's Rules of Order, if appointed as Council Meeting Chair by Council;
- (d) to set meeting schedules, in consultation with staff;
- (e) to set meeting agendas, in consultation with the Council Meeting Chair if different from the President, CEO/Registrar and governance staff
- (f) to determine the contents of Council and Executive Committee information packages; in consultation with the Council Meeting Chair if different from the President, CEO/Registrar and governance staff ;and
- (g) to communicate with Councillors between meetings.

◆ Council Effectiveness

- (a) to ensure that Council's actions are consistent with its own policies and rules and those imposed by the Act, Regulation 941 and By-law;
- (b) if elected as Council Meeting Chair, to ensure that meeting discussions are focused on issues of a strategic nature, which, according to Council policy, belong to Council;
- (c) to ensure that Council undertakes a self-evaluation at least once annually; and

- (d) to ensure that the roles of Council, Councillors, committees and task forces are properly defined and their performances evaluated for effectiveness.

- ◆ **Management Relations**

- (a) to liaise with the Registrar and management;
- (b) to monitor and influence strategic management;
- (c) to build relationships;
- (d) to help define problems; and
- (e) to initiate the evaluation of the performance of the Registrar in conjunction with the Human Resources Committee Committee.

- ◆ **Member Relations**

- (a) to chair annual and special meetings of members;
- (b) to meet with chapters; and
- (c) to communicate with members and potential members.

- ◆ **External Relations**

- (a) in conjunction with the Registrar, to represent PEO to the public, suppliers, licence holders and staff;
- (b) in conjunction with the Registrar, to develop positive relationships between PEO and government, regulators and other professional organizations;
- (c) as requested by Council or the Registrar, to work with stakeholders on industry problems;
- (d) with Council's concurrence, to address issues of public concern involving PEO's responsibilities to regulate and govern the engineering profession or where the application of science and technology may have an impact on public health and safety.

7.6 Council and Executive Committee Meetings

7.6.1 Meeting Schedule

Generally, Council meets four times a year—usually in February, June, September, and November. The dates are set by staff in April of each year, in consultation with the President. Additional meetings may be—but are seldom—necessary. The meeting schedule is posted on PEO's website under the "About PEO" tab at the top, scrolling down to "Volunteers", then clicking on "PEO Council".

7.6.2 Council Agenda

Council's agenda is the primary tool by which Council's business decision-making is achieved.

Council agendas and information packages are sent to Councillors two weeks prior to Council meetings. Councillors are expected to read them carefully and review background material prior to Council meetings. This preparation enables Council to use its time during meetings to discuss items in an informed and productive manner.

Executive Committee agendas and supporting materials are also sent to all Councillors.

Agenda material for Council meetings is posted on the PEO website in PDF format.

As well, it is posted in a secure section of Sharepoint (PEO's document management system) accessible by Councillors only.

Agenda for Executive Committee meetings are posted on the secure site under Executive Committee and is accessible by all Councillors.

7.6.3 Getting on the Agenda

At its meeting held in August 2012, the Executive Committee approved a *Protocol for the Submission of Briefing Notes and Other Materials to Council and Executive* that set out key steps and target timeframes for getting an item on a Council/Executive Committee agenda. A copy of the Protocol is available upon request.

There are certain items that are suitable for Council's agenda and others that are not. Matters of operational oversight (e.g. implementation of approved motions, expenditures within budget), licensing and disciplinary proceedings, and status reports/business arising from previous minutes are typically excluded from Council agendas. If significant, any business arising would be a stand-alone item on the subsequent meeting's agenda. The President approves any exceptions on a case-by-case basis.

Eight weeks before the meeting, Councillors are sent an official notice of the meeting and a registration form. In addition to advising of the date, time and place of the meeting, Councillors are invited to submit any substantive item they wish to have included on the agenda.

Members may add items to the Council agenda by providing notice of the item and any accompanying materials to the Corporate Secretary three full weeks prior to the upcoming Council meeting.

Staff will provide assistance in preparing the approved briefing note templates and will provide motion and/or policy review and editing, **but only upon request**.

Items may be added to or deleted from the agenda at the meeting at the discretion of the chair. Generally, only items that are time sensitive *and have unpredictably arisen* after the agenda materials have been sent out will be added.

Items to be added to the agenda at the meeting are to be brought forward at the time the tentative agenda is being discussed and before the motion to finalize the agenda is called. Items raised for discussion after the agenda becomes final will normally not be accepted by the chair.

7.6.4 Conduct at Meetings

PEO has adopted *Wainberg's Society Meetings* as its official parliamentary authority. Additional rules have been adopted that apply only to PEO.

7.6.5 Special Rules of Order

Each year, at the meeting immediately following the Annual General Meeting, Council may approve additional rules of order (*Special Rules of Order*) that govern the conduct of Council, Executive Committee and committee meetings. These Special Rules supersede *Wainberg's* and/or clarify situations on which *Wainberg's* is silent. Council may amend the Special Rules at any time.

7.6.6 Meeting Management Guidelines

Council has adopted *Meeting Management Guidelines* that documents best practices for meeting management to support continuity of practice, effective decision making, knowledge management, and Council/Executive Committee continuous improvement. A copy of the Guideline is available upon request.

7.6.7 Council Minutes

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

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

Councillors are also requested to seek the status of any item discussed at a previous meeting by providing staff or others with a request for this information and an answer—again, well **before** the meeting.

The purpose of this is to ensure that the minutes, when presented at the next Council meeting, accurately reflect the business transacted at the previous meeting and can be verified with minimal, if any, discussion.

Council's limited meeting time is better devoted to essential discussions and debate than to clarifying minutes or obtaining status reports that can easily be dealt with outside of the meeting.

7.6.8 Executive Committee Minutes

Councillors will also receive the draft minutes of Executive Committee meetings three weeks after the meeting.

7.6.9 Expense Reports

PEO's *By-Law No. 1* prohibits Councillors (and other PEO volunteers) from receiving any remuneration from PEO. However, all volunteers are entitled to be reimbursed for reasonable out-of-pocket expenses incurred directly on PEO business.

At its June 2013 meeting, Council approved an *Expense Reimbursement Policy* as part of PEO's overall Internal Control Policies. All internal Control Policies are available upon request. Councillors are provided with an expense form, that indicates the proper accounts to which expenses are to be charged, with the agenda package. Completed expense forms should be submitted within 30 days of the meeting/event at which the expenses are incurred. Blank expense forms can be downloaded from the Applications and Forms section of the PEO website.

Councillors should submit their completed expense claims, along with all receipts, through the PEO volunteer email address – volunteerepenses@peo.on.ca

A separate form should be completed for each separate event/meeting to facilitate accurate coding to the correct account.

7.7 Committees and Task Forces

7.7.1 Committees and Task Forces

In keeping with PEO's Guiding Principles of Corporate Governance, PEO committees have been structured to best help PEO to carry out its mandate. Council has designated several

committees as board committees. These committees have a fiduciary and/or oversight role and have the majority of its members as sitting members of Council. Board committees operate on a Council year basis (AGM-AGM) and are appointed by Council at its meeting immediately following the Annual General Meeting. Other committees operate on a calendar year basis and the roster for these committees is approved annually at the November Council meeting. Task forces are established to address a specific problem or task, are non-generalizable, and cannot be adapted to other purposes.

To ensure there is a direct, two-way communication link between Council and its committees, each committee/task force is required to appoint a Liaison who is to report relevant Council matters affecting the committee/ task force to the committee/task force.

All committees and task forces report directly to Council.

A list of current committees and task forces may be found at section 12.3 (Reference Material).

7.7.2 Committees and Task Forces Policy

Committees/task forces are instruments to assist Council and the Registrar in the operation of PEO. Committees/task forces operate within mandates and terms of reference approved by Council.

Each committee/task force is required to annually develop a work plan that briefly describes specific tasks to be undertaken during the year by it and the deliverables expected upon completion of the tasks. They are also required to develop a human resources plan each year that identifies the staff and volunteer resource needs and skill/experience sets to accomplish the committee's/task force's workplan, including committee/task force composition, qualifications and training/development resources to be provided for new members.

Council has approved a new Committees and Task Forces Policy that sets out roles of various committees/individuals as they relate to the committee/task force membership selection and support. It is intended to:

1. Ensure that both Council and committees are held directly accountable for outcomes and honour their obligations and expectations to each other, members and the public.
2. Ensure that committees have the flexibility to directly manage their affairs within a framework of accountability.
3. Ensure that committees facilitate ongoing volunteer learning and leadership development.
4. Ensure that there is a direct, two-way communication link between Council and its committees.

A copy of the Committees and Task Forces Policy can be found at the section 12.4 (Reference Material).

Council approved a Reference Guide to accompany the Policy that provides additional details and clarifications to the Committees and Task Forces Policy. It is intended to provide best practices and recommendations for committees and task forces, in accordance with the Committees and Task Forces Policy.

The Reference Guide is available upon request.

7.8 Volunteer Management

7.8.1 Council Reviews

To assess Council's efficiency and effectiveness, an annual survey is undertaken to elicit feedback from the retiring Council on a variety of aspects of Council meeting conduct. The results of each survey are presented to the new Council.

This instrument is designed to assist Council in evaluating the effectiveness of its own performance.

This self-assessment system is designed to be constructive and practical. It comprises two performance descriptions ("satisfactory" and "could be improved"), as well as a space for comments. The emphasis is on identifying specific aspects of Council work that require improvement. It is not a "grading" system—no total scores are calculated or assigned. Some of the questions will require no discussion, while others may elicit considerable debate. It is through this discussion process that Council can improve itself as a governing body.

At the end of each section of the form, Councillors are invited to suggest "an additional question" for possible inclusion on future surveys. The purpose is to allow next year's Council to improve the process.

7.8.2 Volunteer Reviews

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.

7.9 PEO Regions and Chapters

7.9.1 Regions

For PEO electoral purposes, the province is divided into five regions. The boundary descriptions are described in Schedule 1 of Regulation 941 under the *Professional Engineers Act*. The boundaries are based on postal forward sortation designations, municipal boundaries, and fixed geographic features. Copies of the regional maps may be found at section 12.8 (Reference Material).

Each region includes a number of chapters, and is represented by two Councillors, elected in alternate years to two-year terms with the result that half the Regional Councillors may turn over every year. There are at present 36 chapters located throughout Ontario.

The five regions are:

- ◆ Northern Region (seven chapters comprising 3.8 per cent of all members);
- ◆ Eastern Region (seven chapters comprising 17.2 per cent of all members);
- ◆ Western Region (nine chapters representing 24 per cent of all members);
- ◆ East Central Region (six chapters representing 29 per cent of all members);
- ◆ West Central Region (eight chapters representing 26 per cent of all members).

Regional Councillors have dual roles: They are part of PEO Council, and they also sit on PEO's Regional Councillors Committee (RCC), which is responsible for representing chapter and regional interests to PEO Council and taking Council's perspectives to the chapters and regions.

The Regional Election and Search Committee for each region is responsible for encouraging at least one member residing in that region to stand for election as Regional Councillor. The Regional Election and Search committees are chaired by the Junior Regional Councillor in each region and members are the serving chairs of each chapter in the region.

7.9.2 Regional Councillors Committee/Regional Congresses

The RCC is a formal mechanism for bilateral communication between PEO and the regions, established within the governance model of the association.

Through *By-law No. 1*, a committee of chapters, known as the Regional Congress, has been established in each region. Three Regional Congresses are held a year in each region, in February, June and September.

7.9.3 Chapters

PEO maintains a system of geographically-based chapters as forums for grassroots participation, professional development/affiliation, and planning of community events.

Chapters are recognized as an integral part of PEO. They are considered to be a subcommittee of the Regional Councillors Committee (RCC). PEO chapters are the local presence for Professional Engineers Ontario and are tasked with the responsibility of assisting PEO in meeting its objectives. This formal recognition was confirmed with the establishment of Terms of Reference for the chapters that were approved by Council in June 2004. These can be found in section 12.6 (Reference Material).

Chapters host ceremonies welcoming new PEO members into the profession and presenting licence certificates. The chapter system is a training ground for volunteers interested in seeking election to PEO Council and participating in PEO committees and task forces. It is a dynamic model of volunteer organization.

7.9.3.1 Chapter Objectives

Through local presence and activities, PEO chapters:

1. Facilitate participation and training of licence holders in the governance, succession planning for PEO leadership, and statutory duties of the profession;
2. Work to identify the value of the profession to future licence holders;
3. Promote and enhance the understanding within society of the self-regulated engineering profession and the importance of licensure; and
4. Actively participate in policy development for PEO.

PEO seeks organizational and administrative changes on an ongoing basis to improve the effectiveness of chapters in meeting their objectives.

7.9.3.2 Chapter Business Planning & Budgeting Process

- ◆ PEO funds the chapter system, with the annual overall budget established by Council.
- ◆ Chapters prepare a standardized and formal business plan annually, using guidelines developed by the Regional Councillors Committee with consultation with the chapters.
- ◆ Based on the proposed Chapter Business Plans submitted, chapters prepare annual activities reports for the year in January of each year.
- ◆ A special project fund is included in the overall chapter budget. Requests for special funding during the year are made through the Regional Councillors Committee.

- ◆ A special Chapter Scholarship Fund has been established and is administered by the Regional Councillors Committee to be used by the Chapters to promote the engineering profession in their respective communities.

7.9.3.3 Staff Support

- ◆ PEO staff purchase goods, materials, services and supplies in bulk for chapter purposes.
- ◆ PEO staff facilitate production of printed chapter communications, such as newsletters, bulletins and fact sheets.
- ◆ Chapter websites allow for the integration of local chapter news and events with information on PEO initiatives and messages from the association. PEO has acquired a new PRISM software system to enable the chapters to maintain their websites with minimal technical skills.
- ◆ PEO promotes the use of electronic communications between chapter members. The PRISM system allows newsletters and other communications to go out electronically.
- ◆ Chapter reports to PEO (e.g. business plans, activity reports and financial statements) are prepared using standardized electronic forms and templates; electronic reporting is encouraged.
- ◆ The Chief Administrative Officer reports annually to Council on budgetary and other implications of initiatives/programs/activities proposed by chapters. PEO then determines budget requirements for implementation of recommendations. Such budget allocations must be approved by Council through the budget deliberation process, prior to implementation.
- ◆ The Chapter Manager maintains a current *Chapter Executives Manual*.

7.9.3.4 Chapter Communications

- ◆ PEO's website provides timely and comprehensive information on PEO Council, committee and task force works-in-progress, and facilitates issue-based discussion of the same.
- ◆ The Chapters Department involves chapters in the communication, planning and delivery of programs that benefit from local geographic presence and feedback.
- ◆ The Chapters Department employs communication vehicles to raise awareness of successful chapter activities.
- ◆ PEO invites chapter leaders to attend Council meetings as observers.
- ◆ There are two PEO Regional Offices: one in Thunder Bay, the other in London.
- ◆ Regional Offices are established to support the findings and recommendations of the Chapter Structure and Revitalization Team (START) II Report. Their mandate includes, but is not limited to, the following:
 - serving as a permanent central location and act as a focal point for the activities of a number of chapters;
 - facilitating member participation and involvement by maintaining a local presence in the community;
 - serving as an administrative and operational centre for chapters within the region;
 - being responsible for the planning and delivery of multi-chapter events.
- ◆ The Northern Regional Office in Thunder Bay is highly successful: It has been in operation since September 13, 2003, and is staffed part time by two graduate students.
- ◆ The Western Regional Office in London is a new office located in the University of Western Ontario. The Western Regional Office Manager is a professor and the chair from the Civil Engineering Department. He attends to the day-to-day management and operations of the Regional Office.

7.9.3 5 Chapter Volunteer Reward Program

- ◆ Council engages chapter leaders at Regional Congresses and Chapter Leader Conferences to solicit input on Council issues.
- ◆ PEO uses a non-monetary incentive system to reward volunteers.
- ◆ PEO rewards volunteers by supporting the attendance of partners at some PEO functions.

7.9.3.6 Program Delivery at the Chapter Level

- ◆ PEO produces written materials for local distribution on engineers and engineering, how to become an engineer, PEO's role, and the importance of licensure.
- ◆ PEO endorses the role of chapters in education outreach activities, such as visiting schools to talk to students about professional engineering.
- ◆ PEO has implemented a searchable, province-wide calendar of all upcoming chapter activities, including meetings, licence ceremonies, presentations, etc., including dates, times and contact information. It can be viewed on PEO's website under "Chapters" on the left menu.
- ◆ PEO staff provides information on its website, accessible to chapters, on obtaining media coverage for local events—how/when to contact the media, who to contact, how to attract greater coverage, etc.
- ◆ The Government Liaison Program is delivered through local subcommittees that report to the chapter executives.

7.9.3.7 Government Liaison Program—Local Presence

Chapters play an important role in connecting, on behalf of PEO, with their local MPPs, MPs and municipal governments.

8. Management

- 8.1 Management
 - 8.1.1 Setting the Direction
 - 8.1.2 Annual PEO Business Cycle
 - 8.1.3 Position Statements
 - 8.1.4 Policies
- 8.2 Provide the Resources/Budget
- 8.3 Monitor Progress
- 8.4 Routine Business
- 8.5 Operational Items
- 8.6 Performance Reviews

8.1 Management

As the Board of Directors, Council is responsible under the *Professional Engineers Act* and Regulation 941 for the management of PEO. In general terms, this means Council is responsible for providing strategic planning, developing and implementing corporate policy, and supervising the Registrar.

The Councillor's role, through active participation on Council and PEO committees, is to ensure that the public interest is served and protected with regard to the regulation of professional engineering in Ontario. Council members must also strive to become knowledgeable about the business and financial affairs of PEO. Councillors should attend to matters of policy development and implementation rather than day-to-day administrative management of the organization; this is the responsibility of the CEO/Registrar, who reports directly to Council. (see section 4.1–Registrar).

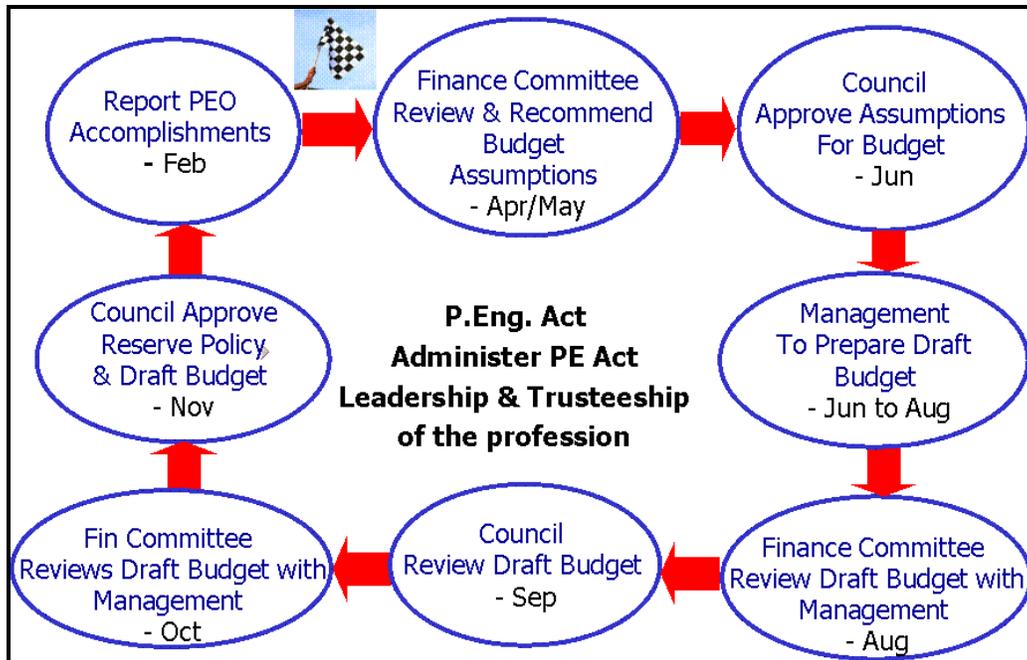
Regular Council and committee meeting attendance, preparation, and active participation in setting goals and developing policy are evidence of the involvement and commitment of Councillors. In discharging its mandate to manage PEO's affairs, Council must comply with the objects of PEO as stated in the Act.

8.1.1 Setting the Direction

Each year Council sets the fiscal and operational direction of PEO.

8.1.2 Annual PEO Business Cycle

To help keep it on track in preparing its annual budget, Council established a business cycle. The cycle is illustrated on the next page.



8.1.3 Position Statements

From time to time, PEO will create position papers setting out PEO's position on various issues. The current PEO Position Statements are:

- ◆ Provincial Government Intrusions into PEO's Regulatory Authority;
- ◆ Independent Practice for Limited Licence Holders;
- ◆ How the Profession of Engineering is Regulated
- ◆ Clarification of the Practice of Professional Engineering Related to the Ontario Building Code

These Position Statements can be found on PEO's website, under "Forms and Publications" tab at the top of the page. Additional Position Statements will be posted as they are created.

PEO Fact Sheets are also available from the website under "Forms and Publications".

8.1.4 Policies

Council is responsible for ensuring that PEO operates in accordance with approved operational policies. Council approves all PEO policies, save for certain internal operational or administrative policies.

The following PEO policies can be found on the PEO website:

- ◆ Reduced Membership Fees Policy, under the "Forms and Publications" tab, then under "Fee/Finance";
- ◆ Alcohol Use at PEO Events Policy, under "Volunteers" tab, then Chapters", "Chapter Guidelines and Policies";
- ◆ Privacy Policy, at the bottom of the homepage in the footer menu;

8.2 Provide the Resources/Budget

Council provides the resources to ensure PEO operates in a fiscally responsible manner.

Council is responsible for:

- ◆ finances—operating/capital budgets, quarterly financial statements;
- ◆ long term commitments;
- ◆ governance support of PEO initiatives;
- ◆ contributions to third parties (e.g. Engineers Canada);
- ◆ sponsorship of external events above the limits of or outside of the sponsorship policy (e.g. Engineers Canada 2009 National Summit);
- ◆ audited financial statements; and
- ◆ appointment of auditors.

8.3 Monitor Progress

Council continues to monitor issues it has dealt with. When necessary, Council will require that certain matters be returned to Council after further consultation for further Council direction.

Recurring items may include:

- ◆ annual Council Work Plan;
- ◆ government relations;
- ◆ chapters; and
- ◆ annual reports of committees.

8.4 Routine Business

As with any organization, there are routine "housekeeping" items that require Council's attention. These include:

- ◆ verification of minutes of previous Council and Executive Committee meetings;
- ◆ appointments to external organizations, PEO committees/task forces;
- ◆ licences and designations – e.g. Consulting Engineer designation;
- ◆ PEO external award nominations/PEO award recipients.

8.5 Operational Items

Operational items do not require review by Council. They include:

- ◆ staff human resources policies and practices not requiring additional expenditures;
- ◆ administrative policies and practices not requiring additional expenditures;
- ◆ human resource issues pertaining to staff, other than the Registrar
- ◆ implementation of Council-approved motions and recommendations (except to monitor progress)

8.6 Performance Reviews

Council is responsible for conducting annual performance reviews of itself, and the CEO/Registrar.

Evaluation can improve the functioning of PEO, but only if it focuses on the whole system—not just the Registrar. Looking at the part that each person and organizational unit plays in furthering PEO's mission and key objectives creates a true working partnership between the Council, committees, volunteers, staff and Registrar.

9. PEO Activities

- 9.1 Practice Guidelines
- 9.2 Awareness Building
- 9.3 Advice to Government

9.1 Practice Guidelines

The association develops and publishes professional practice guidelines in a variety of engineering areas to help licensees increase their understanding of professional requirements. Current practice guidelines can be found on PEO's website by clicking on "Forms and Publications" tab at the top, then scrolling down to the "Publications" section, where you will find "Practice Standards" and "Practice Guidelines".

9.2 Awareness Building

PEO provides information to engineering students and graduates regarding licensing requirements and professionalism, and promotes awareness of the need for licensure.

In addition, under the Act, PEO is required to promote public awareness of its role as the regulatory body for engineering in Ontario.

PEO undertakes communications and information campaigns directed to the public, employers, educators and students about licensure requirements for professional engineering and the rationale for such requirements.

9.3 Advice to Government

PEO provides advice to the provincial government on policy matters related to engineering and engineers, as well as input to possible amendments to existing legislation/regulations or new legislation. In developing policy positions and advice to government, PEO consults widely with its licence holders, consulting engineering firms, and other stakeholders, as appropriate.

At the federal level, PEO is an active participant, through Engineers Canada, in policy development and government relations on national engineering issues, such as engineering human resources and immigration.

10 Awards

- 10.1 PEO Awards
 - 10.1.1 Companion of the Order of Honour
 - 10.1.2 Officer of the Order of Honour
 - 10.1.3 Member of the Order of Honour
 - 10.1.4 Honorary Member of Order of Honour
 - 10.1.5 Sons of Martha Medal
 - 10.1.6 President's Award
 - 10.1.7 G.G. Sterling Engineering Intern Award
- 10.2 Ontario Professional Engineers Awards (OPEA)
 - 10.2.1 Professional Engineers Gold Medal
 - 10.2.2 Engineering Medal
 - 10.2.3 Citizenship Award
- 10.3 External Awards
 - 10.3.1 Order of Canada
 - 10.3.2 Order of Ontario
 - 10.3.3 Engineers Canada - Canadian Engineers Awards
 - 10.3.4 Ontario Volunteer Service Awards

10.1 PEO Awards

The Order of Honour is an honorary society of Professional Engineers Ontario. It honours those professional engineers and others who have rendered conspicuous service to the engineering profession, normally through the association. Candidates should have made a substantial contribution to the operation of the profession, its professional status, or one of the many specialized functions of the professional association. The association chose the name Order of Honour following extensive research to recognize the service rendered to the profession itself as a symbol that the profession accepts this responsibility with pride.

10.1.1 Companion

The Order of Honour's highest distinction, the rank of Companion recognizes contributions that exceed those of Officer. It is reserved exclusively for individuals whose distinguished service has profoundly influenced the profession. Companions are presented with the Order of Honour pin mounted above a blue and silver bar, and a medallion on a blue and silver ribbon.

10.1.2 Officer

The rank of Officer is bestowed upon those who have served the engineering profession for many years and whose sustained leadership has contributed greatly to its operation or improvement in its status. In recognition of their contributions, Officers receive the Order of Honour pin mounted above a blue bar, and a medallion on a blue ribbon.

10.1.3 Member

The member designation honours those who have served the engineering profession by contributing substantially to its operation or improvement in its status. Members in the Order of Honour receive the Order of Honour pin featuring the gold- and silver-plated symbol of the Order of Honour mounted above a silver bar, and a medallion on a silver ribbon.

10.1.4 Honorary Member

Individuals who are not professional engineers can be granted honorary membership in the Order of Honour at any level, for extraordinary contribution to the profession. Honorary members receive a silver- and gold- plated Order of Honour pin.

10.1.5 Sons of Martha Medal

The Sons of Martha Medal was discontinued in 1979 and replaced by the Order of the Sons of Martha, awarded in three classifications. Holders of the Sons of Martha are "ex-officio" Officers of the Order. The Order of the Sons of Martha was re-named the Order of Honour in 1994. From 1996 to 2000, investiture to the Order of Honour for service to the profession was conducted every second year, i.e. 1996, 1998, 2000, etc. In 2002, the Order of Honour once again became an annual event.

10.1.6 President's Award

The President's Award is awarded to a non-member supporter of the engineering profession as nominated by the President.

10.1.7 G. Gordon M. Sterling Engineering Intern Award

The G. Gordon M. Sterling Engineering Intern Award funds leadership development on the part of engineering interns who have demonstrated a strong commitment to licensure by involvement in PEO affairs through its Student Membership and Engineer-in-Training programs. The award is designed to promote licensure among engineering students and interns, encourage leadership among registrants in PEO's pre-licensing programs, and develop future leaders of the profession. The award provides funding of up to \$3,500 to help defray out-of-pocket costs associated with the award recipient pursuing leadership development activities. The award is conferred annually and one or more recipients may be chosen each year.

10.2 Ontario Professional Engineers Awards (OPEA)

The Ontario Professional Engineers Awards recognizes engineering excellence and community service among association members. To be eligible for an award, a candidate must be a professional engineer in good standing, licensed by PEO.

Nominations for an award may be made in either the Professional or Civic Divisions. To be considered within the Professional Division, nominations must indicate a significant level of engineering content. Civic Division awards are made to recognize the achievements of professional engineers in fields other than engineering.

The balance between the engineering content and other factors will normally determine the division in which the nomination will be considered. The Awards Committee may move a nomination from one division or category to another, if it considers this to be more appropriate than the original submission.

10.2.1 Professional Engineers Gold Medal

The premier award of the profession, the Professional Engineers Gold Medal is awarded only when there is an outstanding candidate. It is given to an association member who is recognized widely as a distinguished practitioner of the profession and has rendered outstanding public service in other fields on a federal or provincial basis. The recipient should be recognized by the public as a professional engineer and a dedicated public servant who has made significant sacrifices of time and effort to benefit society.

10.2.2 Engineering Medal

The Engineering Medal is given to association members who have contributed substantially to advancing the engineering profession in any of its branches. Recipients' achievements are significantly above the normally high standards of the profession. The Engineering Medal is awarded in the following categories:

- ◆ *Engineering Excellence*—recognizing overall excellence in the practice of engineering, where the innovative application of engineering knowledge and principles has solved a unique problem, led to advanced products, or produced above-average results.
- ◆ *Management*—for managing and directing engineering projects or enterprises, where innovative management practice has contributed significantly to the overall excellence of the engineering achievement.
- ◆ *Research and Development*—for using new knowledge in developing useful, novel applications, or advancing engineering knowledge or applied science, or discovering or extending any of the engineering or natural sciences.
- ◆ *Entrepreneurship*—for applying new technologies to enable new companies to get started, and/or assist established companies to grow in new directions. The engineer should have demonstrated the initiative, energy and spirit it takes to seek out new ideas and taken a leading role in fostering and promoting them.
- ◆ *Young Engineer Award*—for outstanding young Ontario engineers, who have made exceptional achievements in their chosen fields. To be eligible for nomination in the Young Engineer Award category, a candidate must:
 - be no older than 35 years of age as of December 31 in the year the nomination is submitted; and
 - have demonstrated excellence, not only in career, but also in community and professional participation.

The presentation of this award is also aimed at furthering public understanding of the professional engineer's role in society.

10.2.3 Citizenship Award

The Citizenship Award is given to association members who have made substantial contributions to humanity, while maintaining their identities as professional engineers. The contribution may have been made in any milieu, as either a voluntary or paid service. Service in an elected political position is not sufficient for an award, unless it was particularly distinguished or supported by other factors. Two categories of Citizenship Award are open to PEO members for outstanding service to society in:

- ◆ civic activities outside an engineering context; and
- ◆ civic activities for social betterment within an engineering context, e.g. voluntary work for a professional standards organization.

Note: The Professional Engineers Gold Medal is presented to only one recipient annually. There is no limit on the number of awards that can be given in other categories. Awards to several engineers for the same project are possible.

10.3 External Awards

The Professional Engineers Awards Committee endeavours annually to make nominations of PEO members for the following awards.

10.3.1 Order of Canada

(See http://www.gg.ca/honours/nat-ord/oc/index_e.asp)

The Order of Canada recognizes people who have made a difference to our country. From local citizens to national and international personalities, all Canadians are eligible for the Order of Canada—our country's highest honour for lifetime achievement.

The order's three different levels honour people whose accomplishments vary in degree and scope: Member, Officer and Companion. Since 1967, more than 4000 people have received the Order of Canada. The complete list includes all those appointed to the Order since 1967.

New appointments to the Order are made twice each year and announced in January and July. The presentation ceremony takes place at Rideau Hall, and is broadcast on CPAC, the Cable Public Affairs Channel. Three to four ceremonies are held each year.

If you know someone who has made a difference, you can nominate him or her for the Order of Canada by completing a nomination form and mailing it to the Chancellery, Rideau Hall, Ottawa, Ontario, K1A 0A1. The Chancellery is the branch of the Governor General's office responsible for administering Canadian honours.

10.3.2 Order of Ontario

(See www.citizenship.gov.on.ca/english/honours/orderofontario/)

The Order of Ontario is the province's most prestigious official honour. It was created in 1986 by the Government of Ontario to recognize the highest level of individual excellence and achievement in any field. The men and women invested in the Order are representative of the best of Ontario's caring and diverse society and stand as shining examples for us all. Their lives have benefited society in Ontario and elsewhere.

The Lieutenant Governor of Ontario invests the recipients at a provincial ceremony held in the Provincial Legislature. Appointees to the Order are notified by phone in advance of the investiture.

- ◆ *Eligibility.* Nominees must be residents or former long term residents of Ontario. No elected federal, provincial or municipal representative may be appointed to the Order while in office. No person may be appointed to the Order posthumously, unless their death occurs after their name has already been selected by the Advisory Council. The Order is not awarded for acts of bravery, and self-nominations are not accepted.
- ◆ *Selection.* All nominations are considered by an Advisory Council made up of the Chief Justice of Ontario, the Speaker of the Legislative Assembly of Ontario and the Secretary of the Cabinet and other distinguished members of the Order of Ontario. The Chief Justice serves as Chair of the Council. The Lieutenant Governor of Ontario is the Chancellor of The Order of Ontario.

10.3.3 Engineers Canada

Engineers Canada (also known as the Canadian Council of Professional Engineers) is the national organization of the 12 provincial and territorial associations that regulate the practice of engineering in Canada and license the country's more than 160,000 professional engineers. It presents awards recognizing engineering excellence. It also presents fellowships to honour individuals who have given noteworthy service to the engineering profession.

10.3.3.1 Canadian Engineers Awards

(See www.engineerscanada.ca/e/prog_awards_1.cfm)

The Canadian Engineers Awards are presented annually by Engineers Canada to recognize outstanding Canadian engineers, teams of engineers, engineering projects and engineering students. Established in 1972, the awards highlight engineering excellence, as well as the

contributions of Canadian engineers to their profession, their community, and to the safety and well-being of Canadians.

Recipients of the Awards are selected by the Engineers Canada Awards Committee based on the terms of reference and selection criteria for each award. Key factors considered by the committee include engineering significance, service to the engineering profession, service to the community and contribution to engineering education.

Awards are made in the following categories:

- ◆ Gold Medal Award;
- ◆ Young Engineer Achievement Award;
- ◆ Meritorious Service Award for Community Service;
- ◆ Meritorious Service Award for Professional Service;
- ◆ Medal for Distinction in Engineering Education;
- ◆ National Award for Engineering Achievement;
- ◆ Award for the Support of Women in the Engineering Profession; and
- ◆ Gold Medal Student Award.

10.3.3.2 Fellowships

In 2007, Engineers Canada created the Engineers Canada Fellowship to honour individuals who have given noteworthy service to the engineering profession. Fellows are engineers who have (a) assumed office as president of the Engineers Canada Board of Directors; or (b) assumed office as chair of the Canadian Engineering Accreditation Board or the Canadian Engineering Qualifications Board; or (c) assumed office as president of one of Engineers Canada's constituent members; or (d) served the engineering profession in a volunteer capacity for at least 10 years. The total length of service can be a combination of service on Engineers Canada's boards and committees and/or service as a volunteer for an Engineers Canada constituent member; or (e) served in a senior staff capacity with in Engineers Canada or a constituent member for a minimum of seven years.

Fellowships may also be awarded to non-Engineers who have met the requirements of criteria (c), (d) and/or (e) mentioned above.

10.3.4 Ontario Volunteer Service Awards

(see: www.citizenship.gov.on.ca/english/honours/vsa/)

- ◆ *Purpose.* All across Ontario, from north to south, east to west, people volunteer their time and give of their talents, energy and enthusiasm. Ontario's volunteers impact all sectors, including health, recreation, sport, culture, arts, environment, education and heritage. There is no aspect of life in Ontario that has not been enriched by the efforts of dedicated citizens who are volunteers. All Ontarians benefit from the millions of volunteers who help to make our communities safe, caring and prosperous. By submitting a nomination, individuals and organizations can help ensure that volunteers in Ontario receive the recognition they deserve.
- ◆ *Recognizing continuous service.* The Ontario Volunteer Service Awards are a way for the government to recognize volunteers for their undeniable contributions. The awards are also a way to thank volunteers for their continuous years of commitment and dedicated service to a group. Youth volunteers (under the age of 24) are recognized for two or more years of

continuous service. Adults are recognized for 5, 10, 15, 20, 25, 30, 40 and 50 or more years of continuous service.

- ◆ *Other Forms of Volunteer Recognition.* The government of Ontario offers other programs that recognize volunteers for contributions beyond years of continuous service.

The Outstanding Achievement Awards for Volunteerism in Ontario are presented to 20 individuals, groups and businesses that have made exceptional contributions to their communities and the province through voluntary action.

The Ontario Medal for Young Volunteers recognizes the outstanding achievements of 10 young volunteers between the ages of 15 and 24 who have made a difference to their communities.

- ◆ *Who is eligible?* The Ontario Volunteer Service Awards are presented to volunteers who contribute consecutive years of service to a group* within Ontario, and whose work is characterized by the following:
 - Volunteer time given on an ongoing and active basis to the same group for which no payment has been received;
 - Membership alone is not a qualification for recognition;
 - Services performed during the normal course of professional or business duties are not eligible for recognition.

11 External Organizations

PEO is involved with several external industry organizations. Brief descriptions on the primary associations can be found in the following sections.

- 11.1 Engineers Canada
 - 11.1.1 Canadian Engineering Accreditation Board (CEAB)
 - 11.1.2 Canadian Engineering Qualifications Board (CEQB)
 - 11.1.3 Official Trade Marks
 - 11.1.4 Other Engineers Canada Activities
- 11.2 Ontario Society of Professional Engineers (OSPE)
- 11.3 Ontario Association of Certified Engineering Technicians and Technologists (OACETT)
- 11.4 Consulting Engineers of Ontario (CEO)
- 11.5 Ontario Professional Engineers Foundation for Education (FFE)



11.1 Engineers Canada

Established in 1936, the Canadian Council of Professional Engineers (operating under the name of Engineers Canada) is the national organization of the 12 provincial and territorial associations and ordre that regulate the practice of engineering in Canada and license the country's more than 160,000 professional engineers. Engineers Canada serves the associations and ordre, which are its constituent and sole members, by delivering national programs that ensure the highest standards of engineering education, professional qualifications and professional practice.

In addition to being the voice of its constituent members in national and international affairs, Engineers Canada coordinates the development of national policies, positions and guidelines on behalf of the engineering profession. It also promotes greater understanding of the nature, role and contribution of professional engineers and engineering to society, and undertakes federal government relation and national media relations on behalf of, and in consultation with, its constituent members.

Through its annual assessment, PEO supports only its proportionate share of the cost of those essential/core programs (including a realistic portion of the overhead and administrative costs associated with the programs) of a regulatory nature that are essential for Engineers Canada to continue to exist as a functional and meaningful organization.

11.1.1 Canadian Engineering Accreditation Board (CEAB)

Through the Canadian Engineering Accreditation Board (CEAB), Engineers Canada accredits Canadian undergraduate engineering programs that meet the profession's high education standards. Graduates of those programs are deemed by the profession to have the required academic qualifications to be licensed as professional engineers in Canada.

CEAB also plays a key role in Engineers Canada's international activities, by assessing the equivalency of the accreditation systems used in other nations relative to the Canadian

system, and by monitoring the accreditation systems employed by the engineering bodies that have entered into mutual agreements with Engineers Canada.

Engineers Canada negotiates international agreements on behalf of its constituent members, primarily at the educational level through CEAB, to facilitate increased international mobility for Canadian engineers. The agreements also make it easier for Engineers Canada's constituent members to evaluate the academic qualifications of international engineering graduates applying for engineering licensure in Canada.

11.1.2 Canadian Engineering Qualifications Board (CEQB)

Through the Canadian Engineering Qualifications Board (CEQB), Engineers Canada develops national guidelines on the qualifications, standards of practice and ethics expected of professional engineers.

Engineers Canada publishes an Examination Syllabus that describes an examination program to assess the academic qualifications of individuals who have not graduated from an accredited Canadian engineering program or who are internationally trained that has been evaluated by the CEAB and deemed to be "substantially equivalent" to a Canadian program. The academic qualifications requirement to be licensed as a professional engineer in Canada is outlined in Engineers Canada's *National Guideline on the Admission to the Practice of Engineering in Canada*.

11.1.3 Official Trade Marks

Engineers Canada maintains official marks on the terms *engineer, engineering, professional engineer, P.Eng., consulting engineer, ingénieur, ing., ingénieur conseil, génie* and *ingénierie*. This helps Engineers Canada's constituent members to enforce the provisions of the Engineering Act in their jurisdiction, and protect the Canadian public through the regulation of engineering practice.

On March 2, 2007, PEO Council passed a motion supporting the Canadian Council of Professional Engineers' proposed use of the operating name "**Engineers Canada**". It is anticipated that this new operating name will increase the brand recognition of the profession outside the engineering community.

11.1.4 Other Engineers Canada Activities

- ◆ *Canadian Engineers Awards*. To honour Canada's outstanding engineers, engineering teams, engineering students and engineering achievements.
- ◆ *Fellowships*. To honour individuals who have given noteworthy service to the engineering profession.
- ◆ *National Scholarship Program*. To support exceptional engineers undertaking postgraduate studies at the university level.
- ◆ *Canadian Engineering Memorial Foundation*. Dedicated to increasing the participation of women in the engineering profession.
- ◆ *National Engineering Week (NEW)*. An annual celebration of engineering and the achievements of Canada's professional engineers, as well as the contributions of engineering and engineers to public safety, health, quality of life and economic well-being.

11.2 PEO and the Ontario Society of Professional Engineers (OSPE)

Questions		
What is the difference?	<p>The Society is the advocacy and member services organization formed by Ontario engineers to promote their professional and economic interests.</p> <p>A member-interest organization must place the unique interests of one particular segment of the population (in this case, Ontario's more than 66,000 professional engineers) at the forefront of any debate, lobby activity, or service provision.</p>	<p>PEO has been delegated authority from the government to protect the public interest, safety and well-being through licensing and regulation of the practice of professional engineering.</p> <p>A public-interest organization must place the general interests of the largest portion of the population (in this case, all citizens of Ontario) at the forefront of any debate, lobby activity, or service provision.</p>
Why are two separate organizations needed?	<p>As is the case with medicine and law, the engineering profession needs a body that can respond to the concerns of its members and represent their interests.</p>	<p>As is the case with medicine and law, the public needs a strong regulatory body that will ensure the highest standards of practice among engineering practitioners.</p>
How were the organizations formed?	<p>The Society was created jointly by PEO and the Canadian Society of Professional Engineers (CSPE). The creation of the Society was the result of a debate throughout the 1990s to separate regulatory and non-regulatory affairs for the profession, culminating in a referendum of PEO members in 2000 that found 80 per cent support among voters for starting a separate advocacy organization.</p> <p>The Society became a legal entity in April 2000.</p>	<p>In 1922, the Ontario government passed the first <i>Professional Engineers Act</i>, which created PEO. An exclusive scope of practice, right to practise, or licence, was created for members of PEO in 1937 when the <i>Professional Engineers Act</i> was first revised.</p>

<p>Questions</p>		
<p>How are the organizations funded?</p>	<p>The 2000 referendum, subsequently approved by the Ontario Ministry of the Attorney General, saw licence holders vote to allow PEO to raise its annual fees and pass a portion of that increase along to the Society to fund its work. This funding amounted to \$30 per active licensed engineer annually for the period from January 2001 to December 2003. PEO also transferred non-regulatory programs to the Society. These programs' funding was transferred with them during the transition period. This includes initiatives like the Employment Advisory Service and the coordination of the Ontario portion of National Engineering Week. Today, transitional funding to the Society has ceased, and it is funded by its membership fees, revenue from its affinity programs (e.g. insurance, products and services), professional development programs and other non-regulatory activities.</p>	<p>PEO is funded primarily through the fees it charges to fulfill its regulatory mandate (e.g. annual licences, examinations, registration, designation, certificate of authorization, etc.). PEO also receives non-fee revenue from such activities as publication advertising, sponsorship of special events, interest on investments, etc.</p>

<p>Questions</p>		
<p>What is the mandate of each organization?</p>	<p>The principal mandate of the Society is to promote the professional and economic interests of professional engineers in Ontario by advocating on behalf of the profession, offering member services, and providing opportunities for professional development.</p>	<p>The principal mandate of PEO is to regulate the practice of engineering in Ontario in the public interest and to govern licence holders, holders of Certificates of Authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with the <i>Professional Engineers Act</i>, Regulation 941, and the bylaws in order that the public interest is served and protected. [Professional Engineers Act, section 2(3)] Under the <i>Professional Engineers Act</i>, PEO licenses Ontario's 66,000 professional engineers, grants limited, temporary, and provisional licences, and permits 3900 firms and individuals to offer engineering services to the public under Certificates of Authorization, to serve and protect the public interest.</p> <p>PEO also disciplines professional engineers, other licence holders and firms that fail to maintain the profession's technical and ethical standards, and prosecutes in the Courts those practising professional engineering without a licence, or using a term, title or designation that may lead others to believe they are entitled to practise.</p> <p>PEO's additional objects are set out in section 2(4) of the <i>Act</i>.</p>

Questions		
<p>What are the eligibility criteria for joining each organization?</p>	<p>To qualify for membership in one of the Society's membership categories, individuals must be one of the following:</p> <ul style="list-style-type: none"> • A professional member is a professional engineer licensed by PEO; • A student member is a student currently enrolled in a CEAB-approved program of engineering study in Ontario; • An intern member is a person currently enrolled in PEO's Engineering Internship Training (EIT) program – or a graduate of a CEAB-accredited engineering program; or • An associate member is a professional engineer licensed outside Ontario but within Canada. <p>Until December 31, 2003, all engineers licensed in Ontario were considered "sustaining members" of the Society and received all of the benefits of membership, with the exception that they could not sit on the Society's Board and could not attend the Annual General Assembly. As of January 1, 2004, engineers must pay the full OSPE membership fee to maintain their status as "professional members".</p>	<p>To become licensed by PEO, applicants must:</p> <ul style="list-style-type: none"> • be at least 18 years old; • be a citizen or permanent resident of Canada; • meet education standards established by PEO; • pass the Professional Practice Exam (PPE) on engineering law and ethics; • meet engineering experience requirements established by PEO; and • pay the required licensing fee(s). <p>Retired professional engineers may apply to pay a reduced fee, but are still considered full members in good standing on PEO's register. Students currently enrolled in a CEAB-approved program of engineering study may join a PEO Student Membership Program that aims to foster closer links between the association and students and to increase understanding of licensure. There is no fee to join the student program. Those who have met PEO's academic requirements for licensing, but who do not yet have the required engineering experience for licensure, may apply to participate in PEO's Engineering Internship Training program. Those who have met all the requirements for licensing except the required 12 months of Canadian experience may apply for a provisional licence.</p>

Questions		
<p>How is each organization governed?</p>	<p>A nine-member Board of Directors, each of whom is elected to a three-year term by Society members, governs the Society. All members of the Board are Professional Members of the Society and, as such, are professional engineers licensed by PEO.</p> <p>It is the role of the Society's Board of Directors to govern the Society. The principal responsibilities of the Board of Directors include:</p> <ul style="list-style-type: none"> • ensuring adherence to the Society's policies, strategic plan and by-laws; • ensuring that the Society's finances are in order; • making informed decisions in a timely fashion regarding policies, strategic direction and specific advocacy positions; • seeking consensus in decision making, to the extent practical; and • ensuring that the best individual is hired to provide leadership in a Chief Executive Officer capacity and to support that individual in his or her responsibility to implement decisions of the Board. 	<p>In granting self-governance to the engineering profession, the provincial government has delegated legislative and judicial functions to PEO. Under powers conferred to it by the provincial government, PEO sets standards for, and regulates the practice of, engineering in Ontario in order to serve and protect the public. Council is the governing body of PEO and is accountable to the provincial government through the Ministry of the Attorney General for administering the affairs of the association and fulfilling the requirements of the <i>Professional Engineers Act</i>. It is also expected that PEO Council will bring proposals to the Ontario government that will ensure that the public interest remains protected as the practice of engineering changes. A Council of up to 29 people, 24 of whom are professional engineers and five of whom are members of the public, governs PEO. A maximum of 12 members of Council (seven professional engineers, five non-engineers) are appointed by the Lieutenant Governor of Ontario. The remaining 17 are elected by members, including representatives from each of five provincial regions.</p>
<p>What is the nature of the relationship between the Society and PEO?</p>	<p>PEO and the Society are separate legal entities. The obligations of each organization to the other are outlined by the legal agreement between PEO and the Society and are refined further by ongoing communication and cooperation between the respective organizations and their staffs.</p>	

Questions		
<p>Which PEO programs have been transferred to the Society?</p>	<p>The following programs/initiatives have been transferred to the Society by PEO:</p> <ul style="list-style-type: none"> • Employment Advisory Service • Ontario Engineering Competition • National Engineering Week • Benevolent fund (administrative support) ◆ Programs of the Women in Engineering Advisory Committee <p>The Ontario Professional Engineers Awards is a joint program.</p>	
<p>How much funding has been provided by Ontario engineers, through PEO, to the Society?</p>	<p>In the three-year transition period (January 1, 2001 to December 31, 2003), the Society received the following funding through PEO:</p> <p>\$30 of the licensing fee paid by all active (i.e. non-fee remission) licence holders was transferred to the Society in monthly increments (approximately \$1,600,000 each year). This reflected the results of the 2000 referendum (subsequently endorsed by the Ontario Attorney General) in which licence holders voted to allow a fee increase and have a portion of that increase flow to the Society.</p> <p>As non-regulatory programs were transferred to the Society from PEO, the funds that used to support these programs at PEO were remitted to the Society (approximately \$200,000 per year).</p> <p>At the Society's start, a one-time grant of 10 per cent of unrestricted equity in the PEO reserves was transferred to the Society (approximately \$950,000)</p> <p>In total, these three sources of revenue contributed approximately \$6,300,000 to the Society over the three-year transition period.</p>	



11.3 Ontario Association of Certified Engineering Technicians and Technologists

The Ontario Association of Certified Engineering Technicians and Technologists (OACETT) is a non-profit, self-governing, professional association that promotes the interests of engineering and applied science technicians and technologists in industry, educational institutions, government and the public. The association currently has over 24,000 members and a 54-year history of certification in Ontario.

OACETT was incorporated in 1962 and was legislated under the Statutes of Ontario by the OACETT Act of 1984. The Act recognizes OACETT as a professional body, whose main objective is to establish and maintain high standards for the profession of Engineering and Applied Science Technology. In December 1998, the provincial legislature passed the *OACETT Act* of 1998. The revised act includes a description of work for technicians and technologists, giving members more recognition for the work they do.

OACETT is Ontario's independent certifying body for engineering and applied science technicians and technologists. The certifying arm of OACETT is the Institute of Engineering Technology of Ontario (IETO). IETO's admissions committee made up of OACETT members evaluates applications and registers engineering and applied science technicians and technologists who meet recognized national standards in education and experience.

OACETT awards the C.E.T. and C.Tech. designations to members who successfully complete the certification process. These symbols of achievement in engineering and applied science technology are legally protected for use by certified members, and recognized across Canada by employers and other engineering professionals.

The association's affairs are governed by a council of technicians and technologists elected by the members. Members are encouraged to participate in the volunteer aspects of the association.

Although OACETT has strong ties to government, it is not a government organization and does not receive public funding from the province. OACETT activities are primarily funded through annual membership dues, which are income tax deductible.



11.4 Consulting Engineers of Ontario (CEO)

Consulting Engineers of Ontario (CEO) is a not-for-profit organization devoted to the business and professional aspects of consulting engineering in Ontario. Its membership of over 285 firms from across the province includes companies of all sizes from sole proprietorships to the largest engineering firms.

Activities of the association include:

- ◆ **Government Relations.** As the voice of Ontario's consulting engineers at Queen's Park, CEO works with all levels of the Ontario government and its agencies to discuss issues and to promote positions important to the consulting engineering industry.

CEO also works with municipal governments and other client groups to develop effective selection procedures, suitable legal agreements and appropriate compensation methods, and to support individual members as required.

- ◆ **Networking and Client Liaison.** CEO helps to develop new business opportunities for its members and to explain the benefits of using a consulting engineer to clients.

In addition, committees representing CEO meet regularly with a wide range of public and private industry client groups to discuss and act on issues of common interest. Committees also meet regularly with other associations representing professional groups, the construction industry and related technology groups to develop programs of mutual interest.

- ◆ **Seminars, Courses and Publications.** CEO offers topical seminars for our members and works with other organizations, including government, to host workshops and training courses that directly benefit its members.

CEO publishes a newsletter and industry guidelines for its members and other interested parties.

- ◆ **Other Activities.** CEO offers an undergraduate university scholarship to each of Ontario's engineering schools.

CEO strongly supports and participates in National Engineering Week, the Ontario Engineering Competition and the Engineer-in-Residence Program.

CEO supports the Learning Disabilities Association of Ontario through proceeds from its annual charity golf tournament.



11.5 Ontario Professional Engineers Foundation for Education (FFE)

The foundation is an independent, not-for-profit, charitable organization established by Professional Engineers Ontario.

The foundation provides scholarships to encourage engineering students to pursue careers in the profession. The foundation makes funds available to each engineering school, which awards the scholarships according to criteria established by the foundation. The scholarships are financed through donations from Ontario professional engineers.

11.5.1 Goals

The foundation connects with students and gives them a sense of belonging to a respected profession with long-standing traditions. The foundation reinforces high standards and professional competence through rewarding academic achievement and giving students an understanding of the values of the profession so that they can accept the responsibilities of becoming professional engineers. The foundation also provides temporary financial assistance to professional engineers and their families in extenuating circumstances. The foundation maintains a fund for donations and sponsorships to support the Professional Engineers Ontario Engineer-In-Residence initiative, which provides volunteer engineers to support science and mathematics curricula in elementary and secondary schools across Ontario.

11.5.2 Engineers Without Borders (EWB) Scholarship—Leaders for the Future

In November 2003, a new scholarship, "Leaders for the Future", was initiated to recognize outstanding leadership qualities of Ontario engineering students who are selected for overseas assignments with Engineers Without Borders. EWB was formed in 2000 to improve the lives of people in developing countries through the application of appropriate small scale technology. EWB is a Canadian development organization that relies on engineering students for overseas placements. Since its founding, EWB has sent 70 students to work on 35 projects in 20 countries.

To be eligible for this scholarship, students must be enrolled in an accredited engineering program at an Ontario university and must have completed, or have been selected to complete, an EWB volunteer placement. Recipients must be outstanding leaders in their school or community and have demonstrated a commitment to people in developing communities. Applicants must also submit a 500-word essay supporting their qualifications and interest. A joint FFE-EWB committee will evaluate applications and select the scholarship recipient. If none of the applicants in a given year meet the selection criteria, the scholarship may not be awarded. Ideally the scholarship will be awarded at the EWB Annual Meeting, usually held in February.

11.5.3 Entrance Scholarships

The foundation awards annual entrance scholarships valued at \$1,500 each to one male student and one female student at all of Ontario's 15 accredited engineering schools. Recipients of entrance scholarships must have attained high academic standing in their final year of high school and be well-rounded students who exhibit characteristics of leadership.

11.5.3.1 Undergraduate Scholarships

The foundation awards scholarships valued at \$1,250 each to engineering undergraduate students in subsequent years of their study. The number of scholarships at each university varies according to the size of its student population. At each university, half of these scholarships are awarded to students who exhibit exceptional role model qualities through participation in non-academic activities, while maintaining above average grades; the other half are awarded on the basis of high academic standing.

11.5.3.2 Foundation for Education Gold Medal

The foundation awards a Gold Medal (no cash value) to the student in each faculty who achieves the highest standing in the final examinations of his or her final year. To apply, students should contact their university's awards officer.

11.5.3.3 Councillors and the Foundation

PEO Councillors may sit as members of the foundation's board but should never allow himself/herself to be in a position that results in a conflict of interest in the duties owed by Councillors to PEO.

12 Reference Material

- 12.1 Roles and Responsibilities of the CEO/Registrar
- 12.2 Policy Development Cycle
- 12.3 List of Current Committees and Task Forces
- 12.4 Committees and Task Forces Policy
- 12.5 Chapter Terms of Reference
- 12.6 History of PEO
- 12.7 PEO Historically-Used Acronyms
- 12.8 Chapter Maps

12.1 Role of the Registrar, Responsibilities of the Registrar, Duties of the Registrar in the *Professional Engineers Act*, Regulation 941 and Limitations

Role of Registrar in the PEA

Council Regulation Making Power with regard to Registrar

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

- 28. respecting the duties and authority of the Registrar; R.S.O. 1990, c. P.28, s. 7(1); 2000, c. 26, Sched. A, s. 12; 2001, c. 9, Sched. B, s. 11(5-12).

Registrar and staff

(8) The Council shall appoint during pleasure a Registrar, who shall be a member of the Association, and may appoint one or more deputy registrars who shall have the powers of the Registrar for the purposes of this Act, and may appoint such other persons as are from time to time necessary or desirable in the opinion of the Council to perform the work of the Association. R.S.O. 1990, c. P.28, s. 3(8); 2001, c. 9, Sched. B, s. 11(3).

Role of Registrar

(8.1) The Registrar is responsible for the administration of the Association and reports to the Council. 2001, c. 9, Sched. B, s. 11(4).

PEO Governance Principle³ #6

The Registrar is the Chief Executive Officer of PEO, known as the CEO/Registrar, operating within a prescribed code of conduct, and accountable to Council for:

- ◆ the administration of the Act;
- ◆ management and operation of PEO;
- ◆ keeping Council well informed; and
- ◆ keeping Council informed of policy development.

Core Values⁴

The Core Values define the culture of the organization. The CEO/Registrar is required to operate within these values and contribute to building PEO's culture around these values.

- ◆ **Accountability.** PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions, and

³ 13 Governance Principles were approved by Council, September 2003; an earlier version was approved in principle in March 2003.

⁴ Approved by Council, January 2005

deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired timeframes.

- ◆ **Respect.** PEO demonstrates respect for its staff, volunteers, applicants, licence holders, and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.
- ◆ **Integrity.** PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.
- ◆ **Professionalism.** PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.
- ◆ **Teamwork.** PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

Role of CEO/Registrar⁵

The CEO/Registrar provides the leadership to make PEO healthy and successful. The CEO/Registrar is essentially a creature of, and reports to, Council. The CEO/Registrar's standing objectives and responsibilities extend to the following:

1. Oversee all aspects of PEO operating responsibilities as defined in the Act and Regulation.
 - ◆ Take a leadership role in articulating Council's Strategic direction,
 - ◆ Identify and keep Council informed of issues of importance to PEO,
 - ◆ Execute, and implement policies approved by Council, programs and objectives to ensure the effective administration of the Act, and
 - ◆ Deliver regulatory services in accordance with established service delivery standards.
2. Develop, direct, and implement short and long-range plans for future programs and activities.
 - ◆ Support ongoing strategic planning activities, and
 - ◆ Formulate, execute, and implement policies approved by Council.
3. Develop, implement, and administer an organization plan, including authorities, staffing, Operational Committees, and performance management.
 - ◆ Develop management personnel and implement effective succession plans, and
 - ◆ Develop a strong, cohesive, effective management team.
4. Develop, implement, and oversee operating and capital budgets, including systems, policies, and processes and maintain the financial viability of PEO.
 - ◆ Ensure regular evaluation of all programs and services against objectives, and
 - ◆ Ensure internal financial controls are maintained and followed throughout PEO.

⁵ As per Governance Workbook – approved by Council, September 2003
Section 11 – External Organizations

PEO Policy

Communications Policy

5. Ensure PEO is streamlined, efficient, responsive, results-oriented, non-bureaucratic, open, and transparent.
 - ◆ Execute PEO's operational plans, and
 - ◆ Foster an achievement-oriented culture based on continuous learning principles where employees are motivated and rewarded for both individual and team contributions.
6. Represent PEO on operational matters to the Canadian Council of Professional Engineers, the Ontario Society of Professional Engineers, members, public, and private-sector institutions and liaise with the provincial, federal, and municipal governments on regulatory issues.
 - ◆ Speak on behalf of PEO on operational matters and on other matters at the request of the President; and
 - ◆ Establish and maintain strong relationships with regulatory and industry peers and major corporate players necessary for ensuring PEO's continued success.
7. Work effectively with Council and volunteer leadership.
 - ◆ Keep Council well informed,
 - ◆ Consult with volunteer leadership, and
 - ◆ Adhere to CEO/Registrar Limitations.

At the November meeting of Council of each year, specific projects and measures will be assigned as the areas of focus for the CEO/Registrar for the upcoming year.

The Registrar Shall

Professional Engineers Act

- 14.(1) The Registrar shall issue a licence to a natural person who applies therefor in accordance with the regulations and,
 - (a) is a citizen of Canada or has the status of a permanent resident of Canada;
 - (b) is not less than eighteen years of age;
 - (c) has complied with the academic requirements specified in the regulations for the issuance of the licence and has passed such examinations as the Council has set or approved in accordance with the regulations or is exempted therefrom by the Council;
 - (d) has complied with the experience requirements specified in the regulations for the issuance of the licence; and
 - (e) is of good character. R.S.O. 1990, c. P.28, s. 14(1).
- [\(6\)](#) The Registrar shall give notice to the applicant of a determination by a committee under subsection (3) and, if the applicant is rejected, the notice shall detail the specific requirements that the applicant must meet. R.S.O. 1990, c. P.28, s. 14(6).
- [\(7\)](#) The Registrar shall issue a provisional licence, to be valid for one year, to a natural person who has applied for a licence in accordance with the regulations and has complied with all the requirements of subsection (1) except the Canadian experience requirement set out in paragraph 4 of section 33 of Regulation 941 of the Revised Regulations of Ontario, 1990. 2001, c. 9, Sched. B, s. 11(19).
- 15.[\(1\)](#) The Registrar shall issue a certificate of authorization to a natural person, a partnership or a corporation that applies therefor in accordance with the regulations if the

requirements and qualifications for the issuance of the certificate of authorization set out in the regulations are met.

- 15.(2) Where the Registrar proposes to issue a certificate of authorization to an applicant, the Registrar shall issue a standard certificate of authorization or, where the primary function of the applicant is or will be to provide to the public services that are within the practice of professional engineering and the applicant requests a general certificate of authorization, the Registrar shall issue a general certificate of authorization to the applicant.
- 15.(3) The Registrar shall issue a standard certificate of authorization to a partnership of corporations that applies therefor in accordance with the regulations if at least one of the corporations holds a certificate of authorization.
16. The Registrar shall issue a licence or a certificate of authorization upon a direction of the Council made in accordance with a recommendation by the Joint Practice Board. R.S.O. 1990, c. P.28, s. 16.
- 18.(1) The Registrar shall issue a temporary licence, a provisional licence or a limited licence to a natural person who applies therefor in accordance with the regulations and who meets the requirements and qualifications for the issuance of the temporary licence, the provisional licence or the limited licence set out in the regulations, provided that, in the case of a limited or provisional licence, the applicant is a Canadian citizen or has the status of a permanent resident of Canada. 2001, c. 9, Sched. B, s. 11(20).
- 19.(1) Where the Registrar proposes,
 - (a) to refuse to issue a licence; or
 - (b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization,the Registrar shall serve notice of the proposal, together with written reasons therefor, on the applicant. R.S.O. 1990, c. P.28, s. 19(1); 2001, c. 9, Sched.B.
- 21.(1) The Registrar shall maintain one or more registers in which is entered every person who is licensed under this Act and every holder of a certificate of authorization, temporary licence, provisional licence or limited licence, identifying the terms, conditions and limitations attached to the licence, certificate of authorization, temporary licence, provisional licence or limited licence, and shall note on the register every revocation, suspension and cancellation or termination of a licence, certificate of authorization, temporary licence, provisional licence or limited licence and such other information as the Registration Committee or Discipline Committee directs. R.S.O. 1990, c. P.28, s. 21(1); 2001, c. 9, Sched. B, s. 11(27).
- 21.(3) The Registrar shall provide to any person, upon payment of a reasonable charge therefor, a copy of any part of the registers mentioned in subsection (1) maintained by the Registrar. R.S.O. 1990, c. P.28, s. 21(3).
- 24.(4) The Registrar shall send to the complainant and to the person complained against by prepaid first class mail a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24(4).

PEO Policy

Communications Policy

- 31.(2) Upon the request of a party desiring to appeal to the Divisional Court and upon payment of the fee therefor, the Registrar shall furnish the party with a certified copy of the record of the proceedings, including the documents received in evidence and the decision or order appealed from.
- 33.(10) The Registrar shall report the results of the investigation to the Council or such committee as the Registrar considers appropriate. R.S.O. 1990, c. P.28, s. 33(10).
- 37.(3) The Registrar shall refer an application under subsection (1) or (2) in respect of a licence or a certificate of authorization, a temporary licence, a provisional licence or a limited licence to the Discipline Committee which shall hold a hearing respecting and decide upon the application, and shall report its decision and reasons to the Council and the applicant. R.S.O. 1990, c. P.28, s. 37(3); 2001, c. 9, Sched. B, s. 11(57).

Regulation 941

17. Except where a Member is elected by acclamation, the Registrar shall prepare ballots for an election setting forth the names of the candidates for each office. R.R.O. 1990, Reg. 941, s. 17; O. Reg. 13/03, s. 5.
- 23.(1) The Registrar shall give written notice of the election results, including election by acclamation,
(a) to all members of the Council; and
(b) to all persons nominated for the election,
and shall forward the results, including the number of votes cast for each candidate, to all Members prior to the date of the annual meeting of the Members next following the date of the election or the results shall be announced at the annual meeting and forwarded to all Members as soon as practicable thereafter. R.R.O. 1990, Reg. 941, s. 23(1); O. Reg. 13/03, s. 9.
- 30.(3) Where a written complaint is received under section 32 of the Act, the Registrar shall select not less than three and not more than four eligible Members to serve on the Fees Mediation Committee with respect to such complaint.
- 31.(3) The Registrar shall then select three Members to serve as the Fees Mediation Committee with respect to the dispute and the Committee may arbitrate the dispute on terms and conditions acceptable to it. R.R.O. 1990, Reg. 941, s. 31.
- 36.(7) Where an applicant who is required by the Academic Requirements Committee to take and pass more than one examination fails to take at least one examination in each academic year after taking the first of such examinations, the Registrar shall withdraw the applicant's application for a licence unless the applicant submits to the Registrar reasonable justification in writing for the failure to take the examination. R.R.O. 1990, Reg. 941, s. 36.

The Registrar may

Professional Engineers Act

- 14.(2) The Registrar may refuse to issue a licence to an applicant where the Registrar is of the opinion, upon reasonable and probable grounds, that the past conduct of the applicant affords grounds for belief that the applicant will not engage in the practice of professional engineering in accordance with the law and with honesty and integrity. R.S.O. 1990, c. P.28, s. 14(2).

- 15.(8) The Registrar may refuse to issue or may suspend or revoke a certificate of authorization where the Registrar is of the opinion, upon reasonable and probable grounds,
- (a) that the past conduct of a person who is in a position of authority or responsibility in the operation of the business of the applicant for or the holder of the certificate of authorization affords grounds for the belief that the applicant or holder will not engage in the business of providing services that are within the practice of professional engineering in accordance with the law and with honesty and integrity;
 - (b) that the holder of the certificate of authorization does not meet the requirements or the qualifications for the issuance of the certificate of authorization set out in the regulations; or
 - (c) that there has been a breach of a condition of the certificate of authorization. R.S.O. 1990, c. P.28, s. 15.
- 18.(2) The Registrar may refuse to issue or may suspend or revoke a temporary licence, a provisional licence or a limited licence where the Registrar is of the opinion, upon reasonable and probable grounds,
- (a) that the past conduct of the applicant for or the holder of the temporary licence, the provisional licence or the limited licence affords grounds for the belief that the applicant or holder will not engage in the practice of professional engineering in accordance with the law and with honesty and integrity;
 - (b) that the holder of the temporary licence, the provisional licence or the limited licence does not meet the requirements or the qualifications for the issuance of the temporary licence, the provisional licence or the limited licence set out in the regulations; or
 - (c) that there has been a breach of a condition of the temporary licence, the provisional licence or the limited licence. R.S.O. 1990, c. P.28, s. 18(2); 2001, c. 9, Sched. B, s. 11(21).
- 19.(4) Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19(4).
- 22.(1) The Registrar may cancel a licence, certificate of authorization, temporary licence, provisional licence or limited licence for non-payment of any fee prescribed by the regulations or the by-laws after giving the member or the holder of the certificate of authorization, temporary licence, provisional licence or limited licence at least two months notice of the default and intention to cancel, subject to the continuing jurisdiction of the Association in respect of any disciplinary action arising out of the person's professional conduct while a member or holder. R.S.O. 1990, c. P.28, s. 22(1); 2001, c. 9, Sched. B, s. 11(28).
- 35.(4) The Registrar may forward any information referred to in subsection (2) to the Council or to such committee as the Registrar considers appropriate. R.S.O. 1990, c. P.28, s. 35.
- 47.(4) Where a dispute arises between an architect and a professional engineer or a holder of a certificate of authorization as to jurisdiction in respect of professional services, the Registrar may refer the matter to the Joint Practice Board and the Joint Practice Board shall consider the matter and assist the architect and the professional engineer or the holder of the certificate of authorization to resolve the dispute in accordance with the rules in section 12.

Regulation 941

44.1(1) The Registrar may grant a provisional licence to an applicant who complies with the requirements of paragraphs 1, 2, 3 and 5 of subsection 33 (1). O. Reg. 13/03, s. 12.

68. A holder of a certificate of authorization who is primarily engaged in offering to the public services within the practice of professional engineering and who satisfies the Council that the practice of professional engineering by the holder is and will be carried on under the responsibility and supervision of a designated consulting engineer named in the application for the certificate of authorization or in a related notice of change filed with the Registrar may use the title "consulting engineers" or a variation approved by Council from time to time. R.R.O. 1990, Reg. 941, s. 68.

CEO/Registrar's Limitations⁶

General Constraint

The CEO/Registrar shall not knowingly cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, illegal, or in violation of commonly accepted business and professional ethics.

Communication and Support to Council

The CEO/Registrar shall not fail to inform and support the Council in its work. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Supply to the Council relevant opinions, perspectives and options, from the staff and external sources, so that the Council can make informed choices.
2. Inform the Council of issues, which have implications for Council policy, or of information that may significantly affect the organization.
3. Submit the required monitoring data in a timely, accurate, and understandable fashion, directly addressing provisions of the Council policies being monitored.
4. Advise the Council if, in the CEO/Registrar's opinion, the Council does not comply with its own policies on Governance Process and Council-CEO/Registrar Relationship.
5. Provide information to Council as a whole except:
 - (a) for fulfilling individual requests for information, or
 - (b) for responding to officers or committees duly charged by the Act or Council.
6. Supply for the consent agenda all items delegated to the CEO/Registrar, yet required by law, contract, or Bylaw to be Council-approved, along with the monitoring assurance pertaining to the item(s).
7. Provide reasonable administrative support for Council activities.
8. Report in a timely manner actual or anticipated non-compliance with any policy of Council.

Registrar working with the Executive Leadership

1. In order to ensure continuity of direction over time, in order to maintain a broad base of input and support from the volunteer organization, it is intended that the Past President, President, and President-elect will consult extensively with each other and with the Registrar on matters of direction, on new initiatives, and on other matters that may arise from time to

⁶ As per Governance Workbook – approved by Council September 2003

time where Council has not established clear policy or direction. This group of four Officers is referred to collectively in this policy as the Executive Leadership Team⁵, operating through consensus with no assumed powers.

2. The Registrar is expected to keep informed, and to consult regularly with, the Executive Leadership Team to ensure that the latter are in a solid position to explain and support PEO policies and activities to the volunteer base and membership, and in order to ensure that his/her actions will enjoy the support of Council.
3. The team is intended to operate informally using all available means of communication to achieve consensus among them. Formal quorum, decisions and proceedings are not required, although email trails may be used to establish that information and consultation has taken place. In the event that consensus among the Executive Leadership Team cannot be reached, the matter in question should be referred to Council for resolution.
4. In the absence of Council's specific prior approval or clearly established direction, the Registrar shall inform the Executive Leadership prior to:
 - (a) The engagement of lawyers for the purpose of obtaining legal opinions on matters not directly related to routine operational matters (i.e. Employment, Contracts, leases, etc.), regulatory matters (i.e. complaints, discipline, licensing, tribunals, regulations, etc.) or actions against PEO;
 - (b) The engagement of consultants for work to exceed \$20,000 on matters not directly related to discipline or enforcement;
 - (c) The entering into of any contract over \$50,000 in value the terms;
 - (d) The appointment or termination of staff at the Deputy Registrar or Director level;
 - (e) Any action outside the scope of the normal business of PEO or its existing policies;
 - (f) Any action that is likely to incur a material financial liability for PEO in either the short or long term;
 - (g) Any expenditure over \$25,000 for which funds have not been budgeted;
 - (h) The scheduling of, or any change to the schedule of, a meeting of Council or the Executive;
 - (i) Attendance at meetings/functions where the President would normally be expected to be PEO's official representative, unless there is an associated function which Registrar is required to perform. Prior to the commencement of each new Presidential term of office, the Executive Leadership Team will meet to plan PEO's representation at major meetings / functions planned for the coming year.
5. In the event of disagreement within the Executive Leadership team, the matter shall be placed before Council for resolution.

5. Executive Leadership Team consists of the President, President-elect, Past President and the CEO/Registrar.

PEO Policy

Communications Policy

Authority over Volunteers

While it is intended that staff and volunteers at all levels will cooperate and collaborate extensively in the work of PEO, the Registrar shall not directly exercise or direct staff to exercise authority over volunteers. Any disagreements as to authority that may arise between staff and volunteers will be resolved informally by the Human Resources Committee (HRC), or formally by Council.

Interactions with Members

With respect to interactions with members, the Registrar shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy, other than release of information required by law. Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Fail to provide for member input in determining means for achieving the Council's Policy.
2. Fail to establish a process that ensures that member comments, questions, and complaints are responded to fairly, consistently, respectfully, and in a timely manner.

Treatment of Staff

The Registrar shall not cause or allow working conditions for staff or volunteers that are undignified, or unsafe. Further, without limiting the scope of the above statement by the following list, the Registrar shall not fail to:

1. Develop and implement written human resource policies and procedures, which, at minimum, clarify expectations and working conditions for staff, and provide for effective handling of grievances and harassment.
2. Permit an environment where staff is free to express an opinion, or to consider and respond to documented opinions.
3. Ensure that there is an effective staff education and development plan and process in place.

Temporary Appointment as Registrar

The Registrar will designate from time to time another member of the senior staff to act in his/her stead during periods of absence or indisposition. He shall advise the Executive Leadership Team of the appointment, which would normally be one of the Deputy Registrars.

Emergency Executive Succession

The Registrar shall not fail to ensure that there is sufficient organizational capacity for the competent interim operation of PEO to continue in the event of sudden loss of Registrar services.

Financial Planning

Budgeting for any fiscal period or the remaining part of any fiscal period shall not:

- (a) deviate materially from Council-stated policy priorities in allocation of resources;
- (b) jeopardize the financial viability of PEO; or
- (c) fail to be derived from a multi-year plan consistent with (a).
- (d) fail to observe the policy of Council regarding the operating reserve.

Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital, operational, and designated fund items, cash flow, and disclosure of planning assumptions.
 - 1.1 Fail to include provision for replacement and repair of capital assets, based on a long-term plan.

- 1.2 Fail to include provision for the funding of obligations under the Act.
2. Plan the expenditure in any fiscal year of more funds for operations than are received.
3. Fail to estimate revenues conservatively and expenses realistically.
4. Fail to provide funds as determined annually by the Council for the Council's direct use during the year, such as costs of fiscal audit, Council development, Council, and Council committee meetings, and Council legal fees.
5. Endanger the fiscal soundness of future years or ignore the building of organizational capability sufficient to achieve ends in future years.
6. Recognize that Council is the arbiter of the allocation of funds, in particular, on the decisions on programs undertaken.

Financial Condition

With respect to the actual, ongoing financial conditions and activities, the Registrar shall not cause or allow the financial viability of the PEO to be jeopardized, or a material deviation of expenditures from Council priorities as established in policies. Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Allow borrowed funds to, at any point, be in an amount greater than 10 per cent of the value of the unrestricted invested funds.
2. Use restricted funds for other than their designated purposes.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government-ordered payments or reports to be overdue or inaccurately filed.

Asset Protection

The Registrar shall not knowingly allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Fail to insure against theft, fire and casualty losses to a prudent replacement value and against liability to Council members, staff, and individuals engaged in activities on behalf of the organization or the organization itself in an amount comparable to similar organizations.
2. Unnecessarily expose PEO, its Council members, committee members, or staff to claims of liability.
3. Allow uninsured personnel access to material amounts of funds.
4. Receive, process or disburse funds under controls insufficient to meet the appointed auditor's standards.
5. Cause or allow facilities and equipment to be subjected to improper wear and tear, insufficient maintenance, or risk of theft.
6. Make purchases without due consideration to quality, after-purchase service, value for dollar, and normally prudent protection against conflict of interest.
7. Fail to protect intellectual property, information, and files from loss, significant damage, or unauthorized use.
8. Invest or hold funds in unsecured instruments, including uninsured checking accounts, other than in a chartered bank in an amount not greater than three times the insured limit, and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Make investments in the following securities: mortgages, equities, real estate holdings, foreign investments, and derivative securities (i.e. futures and options, etc.).
10. Fail to design and maintain the investment strategy to assure the necessary cash flow.
11. Acquire or dispose of land or buildings.

PEO Policy

Communications Policy

Application of the Professional Engineers Act

The Registrar shall not fail to ensure that the provisions of the *Professional Engineers Act* are enforced, consistent with any further Council interpretation of the Act in its bylaw or policies. The Registrar shall not fail to ensure fair and due process in applying the legislation.

Further, without limiting the scope of the above statement by the following list, the Registrar shall not fail to:

1. Ensure that professional members, licensees, and Certificate of Authorization holders are duly informed of their obligations under the Act, Regulation and Bylaw, including the Code of Ethics.
2. Take appropriate action regarding members, licensees, and Certificate of Authorization holders who fail to comply with the Act, regulation, code of ethics, and bylaw.
3. Take appropriate action regarding those who practise or use the titles “professional engineer” or the abbreviation “P.Eng.” without appropriate authority.
4. Ensure that registration, licensing, and issuing of Certificates of Authorization are carried out consistently with the Act, regulation, bylaw, and policies of PEO.
5. Ensure that appeals allowed by legislation are presented to Council in a timely manner.
6. Bring to Council on the Consent Agenda appointees for the Registration, Complaints, and Discipline committees who meet the requirements of the Act.
7. Establish Terms of Reference, consistent with the Act, regulation and bylaw for all committees reporting to the Registrar.

Compensation and Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Registrar shall not cause or allow jeopardy to fiscal integrity or public image. Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Change his/her own compensation and benefits.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed; create obligations over a longer term than revenues can be safely projected; or are discriminatory.

Interactions with Public

As the spokesperson for PEO, the Registrar shall not endanger PEO’s public image or credibility, particularly in ways that would hinder its accomplishment of policy. Further, without limiting the scope of the above statement by the following list, the Registrar shall not:

1. Fail to establish an effective corporate communications and public relations strategy.
2. Permit presentations to be made to the media that inaccurately portray Council policy.
3. Permit staff members other than him/herself or designate to make presentations to the media.
4. Operate without a process to ensure that comments, questions, and complaints from the public are responded to fairly, consistently, respectfully, and in a timely manner.

Information Management

The Registrar shall not fail to develop and maintain an effective information management process that assists PEO in effectively carrying out and evaluating achievement of Council’s policy. Further, without limiting the scope of the above statement by the following list, the Registrar shall not fail to:

1. Maintain an up-to-date prioritized plan for necessary information systems enhancements or acquisitions.

2. Develop and apply implementation plans that ensure a smooth transition to new information systems.
3. Evaluate the effectiveness and efficiency of information systems.
4. Meet legislated requirements for records retention, confidentiality, and freedom of information.
5. Ensure that back-up and recovery plans are designed, documented, and tested.

Partnerships

The Registrar shall not fail to develop appropriate partnerships to achieve Council's policy. Further, without limiting the scope of the above statement by the following list, the Registrar shall not fail to:

1. Take the initiative in developing appropriate partnerships to achieve Council's policy.
2. Fail to obtain appropriate input from stakeholders to achieve Council's Policy.
3. Develop or continue collaborative relationships with organizations whose principles or practices are compatible with achievement of Council's policy.

Development of Standards

When developing or changing guidelines* for the practices of professional engineering, the Registrar shall not fail to:

1. Obtain the input of the management team and a range of membership, including members from different areas of practice, with a mix of relevant expertise, using an open and transparent process for obtaining membership input.
2. Consider the perspective of other regulatory bodies, organizations, and groups that may be impacted.
3. Ensure that relevant research findings and literature have been considered.
4. Ensure that the guidelines developed are compliant with legal and regulatory requirements.
5. Advise Council if the guidelines presented do not represent a consensus.
6. Ensure that all guidelines are reviewed periodically.
7. Bring the guidelines to Council via the Consent Agenda for final approval prior to release.

** Official PEO statements that are accepted and articulated as constituting good practice.*

Development of Position Statements

When preparing formal PEO Position Statements, the Registrar shall not:

1. Develop position statements that are inconsistent with Council's policy.
2. Develop position statements on issues unless they have at least province-wide significance.
3. Develop position statements that cannot reasonably be expected to assist in achieving Council's policy.
4. Fail to obtain the input of a range of membership, including a range of members who may be specifically impacted by the statement.
5. Fail to ensure that the selection process for obtaining input is unbiased.
6. Fail to consider the perspectives of relevant disciplines and organizations that may be affected by the statement.
7. Fail to ensure that relevant research findings, literature, and expert input have been considered in the development of the statement.
8. Fail to advise Council if the Position Statement presented does not represent a consensus.
9. Fail to bring the Position Statement to Council via the Consent Agenda for final approval before release.

Internal Process Evaluation

The Registrar shall not fail to ensure that there is regular evaluation of all programs and services, including an external evaluation of regulatory processes at least every five years. Accordingly, the Registrar shall not:

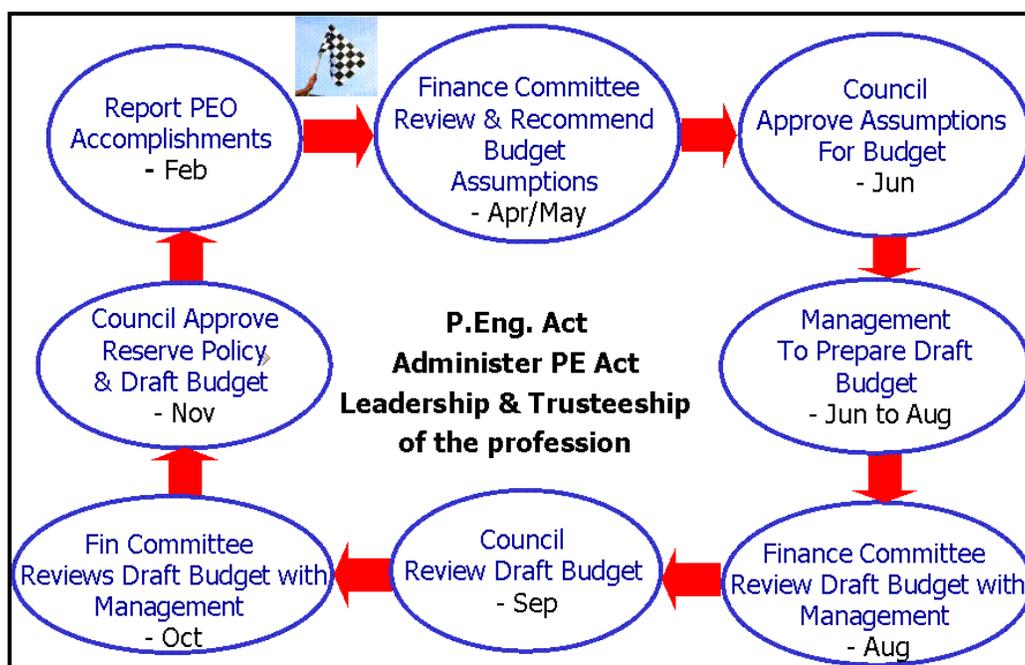
1. Operate without a written plan for when and how each program will be evaluated.
2. Fail to report the results of the evaluation to Council and to PEO members.
3. Fail to take action on evaluation reports to ensure continuous improvements.

Criteria Governing Professional Practice

When developing or changing published criteria for admission to PEO and the conducting of the practice of professional engineering, the Registrar shall not fail to:

1. Obtain input from committees and groups structured for that purpose, and/or a range of membership from different areas of practice with a mix of relevant expertise, using an open and transparent process for obtaining membership input.
2. Consider the perspectives of the other constituent members of Engineers Canada, other regulatory bodies, organizations, and groups that may be affected.
3. Ensure that the criteria developed are compliant with legal and regulatory requirements.
4. Bring the criteria to Council via the Consent Agenda for final authorization before release.
5. Ensure that all criteria are reviewed periodically.

12.2 Policy Development Cycle



12.3 List of Current of Committees and Task Forces

Board Committees	Other Committees	Task Forces
Audit Committee *	Academic Requirements Committee	Code of Ethics Task Force
Executive Committee	Admissions Review Councillor * (1)	Emerging Discipline Task Force
Finance Committee	Advisory Committee on Volunteers	Licensing Process Task Force
Human Resources Committee	Central Election and Search Committee *	Licensed Specialties Task Force
Legislation Committee	Complaints Committee *	PEO National Framework Task Force
Regional Councillors Committee	Complaints Review Councillor *	Removal of Industrial Exception Task Force
OSPE-PEO Joint Relations Committee	Consulting Engineer Designation Committee *	Software Engineering Specialization Task Force
	Discipline Committee *	Sustaining the Ontario Center for Engineering and Public Policy Task Force
	Education Committee	Experienced Practitioners Task Force
	Enforcement Committee	
	Equity and Diversity Committee	
	Experience Requirements Committee *	
	Fees Mediation Committee * (1)	
	Government Liaison Committee	
	Ontario Centre for Engineering and Public Policy Advisory Board	
	Joint Management Board (PEO-OACETT)	
	Joint Liaison Committee (OAA-PEO)	
	Joint Practice Board * (1) (PEO-OAA)	
	Joint Relations Committee (PEO-OSPE)	
	Pension Committee	
	Awards Committee	
	Professional Standards Committee	
	Regional Congress Committees	
	Regional Councillors Committee	
	Regional Election and Search Committees *	
	Reconsideration Committee * (1)	
	Registration Committee *	

* = legislated committee

(1) = Inactive

12.4 Committees and Task Forces Policy

Issue Date: February 18, 2011
 Approved by: Council

Review Date: September 30, 2011
 Review by: Council

<p>Policy Statements</p>	<ol style="list-style-type: none"> 1. Committees/task forces are instruments to assist Council and the CEO/Registrar in the operation of PEO. 2. Committees/task forces operate within their approved mandates and terms of reference. 3. Committees/task forces manage their work and output within the Act, Regulation 941, By-law No. 1, PEO core values and PEO policy. 4. PEO recognizes the importance of making effective use of its volunteer members' knowledge and time. 5. Committees/task forces provide for the broad engagement and participation of PEO members supporting the development of future PEO leaders. 6. Committees/task forces encourage the participation and engagement of non-members' expertise (e.g. teachers, lawyers, accountants) in support of committee, task force and PEO objectives. 7. Communication of committee plans, activities and accomplishments to Council, PEO volunteers, members and staff is essential.
<p>Rationale for the Policy</p>	<p>This policy is intended to:</p> <ol style="list-style-type: none"> 1. Ensure that both Council and committees are held directly accountable for outcomes and honour their obligations and expectations to each other, members and the public. 2. Ensure that committees have the flexibility to directly manage their affairs within a framework of accountability. 3. Ensure that committees facilitate ongoing volunteer learning and leadership development. 4. Ensure that there is a direct, two-way communication link between Council and its committees.
<p>Definitions</p>	<p>Mandate – The functional scope of the committee/task force approved by Council.</p> <p>Committee – a body of persons appointed by Council to assist in fulfilling PEO's Principal and Additional Objects under the Act</p> <p>Subcommittee: -- A group appointed by a committee to assist a committee in completing its work. For the purpose of this policy, Chapters are standing subcommittees of the Regional Councillors Committee.</p> <p>Task force – For the purposes of this policy, a task force is a committee operating for a defined period with a specific task.</p> <p>Terms of Reference – The document that describes the purpose and scope of a committee/task force.</p>

	<p>The complete Terms of Reference for a committee/task force are developed by completing the Terms of Reference template.</p> <p>The Terms of Reference should be relatively stable and not require revisions or changes every year. Council approves initial and subsequent revisions to a committee's Terms of Reference.</p> <p>Workplan – Briefly describes specific tasks to be undertaken during the year by a committee/task force and the deliverables expected upon completion of the tasks. Workplans are to be developed each year using the workplan template and submitted to Council for approval.</p> <p>Human Resources Plan – Identifies the staff and volunteer resource needs and skill/experience sets to accomplish the committee'/task force's workplan, including committee/task force composition, qualifications and training/development resources to be provided for new members.</p>
<p>Role of Council</p>	<ol style="list-style-type: none"> 1. Appoint and provide direct oversight to all committees/task forces. All committees/task forces report directly to Council. 2. Approve committee/task force Mandates, Terms of Reference, annual workplans, and annual human resources plans. 3. Appoint the chairs of task forces and approve the committee elected chair. 4. Approve the annual roster of committee members. Council delegates authority to make appointments to committees during the year to the CEO/Registrar, subject to Council confirmation at the next scheduled meeting. (Note: Anyone appointed by PEO is covered by its Errors and Omissions policy.) 5. Assign a liaison to provide a two-way communications link between a committee/task force and Council,. 6. Ensure the provision of appropriate training for committee/task force chairs and members. 7. Conduct an annual review of committee/task force performance.
<p>Role of Advisory Committee on Volunteers</p>	<ol style="list-style-type: none"> 1. Assist committees/task forces in the preparation of Mandates, Terms of Reference, annual workplans, and human resources plans. 2. Maintain and provide tools and training, develop templates and guidelines for terms of reference, workplans, and human resource plans. 3. Provide means to recognize volunteers and their employers. 4. Host annual meeting of committee/task force chairs and staff advisors 5. Review and provide recommendation to Council on revisions to Mandates, Terms of Reference, annual workplans, and human resources plans. 6. Assist committee/task forces with preparation of the annual roster of committee members.

PEO Policy

Communications Policy

Committee/Task Force Operations	<ol style="list-style-type: none">1. Committees operate on the calendar year. In the case of task forces, they operate with a defined period.2. Committees/task forces determine and operate within their specific Terms of Reference, annual workplan, annual human resources plan, and PEO core values.3. By September 30 each year, each committee/task force shall prepare an annual work plan and human resources plan for the following year.4. In January of each year, committees shall elect a chair for approval by Council. Council shall appoint all task force chairs.5. In January of each year, committees/task forces shall elect a vice chair.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.7. Committees/task forces shall conduct an annual review of their performance.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 CEO/Registrar for approval, subject to Council confirmation at the next scheduled meeting..9. Committees/task forces shall ensure their members are adequately trained to undertake their work.10. Committees/task forces shall work effectively with the liaison assigned by Council.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.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.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.14. 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 that a member be removed from a committee/task force.
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Role of the Committee/Task Force Chair	<ol style="list-style-type: none"> 1. Lead the committee/task force in completing its duties and responsibilities. 2. Make effective use of committee/task force members' knowledge and time. 3. Prepare a meeting schedule. 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. 5. Work with the Director, People Development to carry out the committee's/task force's human resources plan. 6. Communicate the committee/task force recommendations to Council in writing. 7. Make submissions or presentations to Council as required. 8. Work effectively with the committee advisor. 9. .
Role of Committee/Task Force Members	<ol style="list-style-type: none"> 1. Respect the role of the chair, colleagues, liaison and the committee advisor. 2. Participate actively. 3. Come prepared for meetings. 4. Agree to the expectations of effort and intention of committee /task force membership. 5. Resign from the committee/task force if unable to dedicate the required effort.
Role of the Council-appointed Liaison	<ol style="list-style-type: none"> 1. Provide an effective communication link between a committee/task force and Council, but does not speak for the committee/task force. 2. Relay relevant Council matters affecting the committee/task force to the committee/task force.
Role of the Registrar	<ol style="list-style-type: none"> 1. Assign a committee advisor and resources to each committee/task force commensurate with the approved committee/task force mandate and workplan. 2. Deal with committee advisor performance issues. 3. Ensure that a link exists between the committee/task force workplan, human resources plan and PEO's operations. 4. Approve the recommended in-year additions/deletions to the committee/task force membership. 5. Maintain a complete record of committee/task force members. 6. Provide updates to staff on relevant committee/task force issues 7. Act as custodian of the Committees and Task Forces Policy and Reference Guide.

PEO Policy

Communications Policy

<p>Role of the Committee Advisor</p>	<ol style="list-style-type: none"> 1. Participate as an advisor, supporting committee/task force operations. 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 the requirements of the <i>Professional Engineers Act</i>, Regulation 941 and By-law No. 1, PEO core values, and PEO policy. 3. Make meeting arrangements, assist the chair in preparing meeting agendas, and producing and distributing materials. 4. Ensure that written minutes of each committee/task force meeting are recorded, issued, communicated and filed appropriately. 5. Maintain a web page of each committee's/task force's membership, terms of reference, workplan, approved meeting minutes, meeting schedule and update the progress on the workplan within two weeks after each committee meeting.
<p>Role of the Director, People Development</p>	<ol style="list-style-type: none"> 1. Work with the committee/task force chairs to resource their approved human resources plan. 2. Work with committees/task forces to determine and arrange for training per approved plans. 3. See Council's approval of the additions/deletions of committee/task force members and interim approval of the CEO/Registrar 4. Submit to Council the annual roster. 5. 6. Maintain a pool of volunteer. Recruit, screen and recommend volunteer placements to committee/task force chairs based on their HR plans needs. 7. Work with the Advisory Committee on Volunteers to provide tools and training, develop templates and guidelines for terms of reference, workplans, human resource plans; provide means to recognize volunteers and their employers; host an annual meeting of committee/task force chairs and staff advisors. 8. Arrange for training and development of committee advisors. 9. Arrange periodic meetings of committee advisors.
<p>Speaking or Acting for PEO</p>	<p>Committees/task forces or members of a committee/task force may not speak or act for PEO, except when formally given such authority for specific and/or time-limited purposes.</p>
<p>Establishment of Subcommittees and Panels</p>	<p>A committee/task force may create subcommittees to execute its terms of reference within the prescribed budget. The committee/task force shall ratify all actions and recommendations of its subcommittees.</p> <p>Legislative committees may create panels in accordance with the <i>Professional Engineers Act</i> and Regulations (i.e. Discipline Committee, Registration Committee).</p>
<p>Commitment of Funds</p>	<p>Except as defined in the written terms of reference and incorporated in the budget, no committee/task force has authority to commit the funds or resources of PEO. Committees/task forces operate on the calendar year and shall submit budget information as requested.</p>

COMMITTEES AND TASK FORCES POLICY- REFERENCE GUIDE

March 31, 2009

Revised – February 18, 2011

Table of Contents

Introduction	80
Section 1: Role of Council	81
Section 2: Role of Advisory Committee on Volunteers (ACV).....	83
Section 3: Committee and Task Force Operations	84
Section 4: Role of the Committee/Task Force Chair.....	88
Section 5: Role of Committee/Task Force Members	91
Section 6: Role of the Council-appointed Liaison	92
Section 7: Role of the CEO/Registrar	93
Section 8: Role of the Committee Advisor	94
Section 9: Role of the Manager, People Development	96
APPENDICES.....	97
Appendix A - Forms	
Annual Reporting Dates for Committee Operations.....	97
Terms of Reference Template.....	98
Work Plan Template.....	100
Human Resources Plan Template.....	102
Preparing your Human Resources Plan	28
Developing Core Competencies	29
Background Information	107
Procedure for a New Committee/Task Force.....	110
Committee advisor’s Committee/Task Force Meeting Checklist	111
Meeting Agenda Template	36
Committee Self Evaluation	37
Committee/Task Force Meeting Minutes Template	39
Appendix B – Procedures	
Procedures for Appointing Councillors to Committees	40
Procedures for Appointing Committee Chairs and Council Liaison to Committees	42
Process for Managing Volunteer Conduct	43

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 Gonçalves, Manager, People Development and ACV Committee Advisor (fgoncalves@peo.on.ca).

Article I. 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.: CEO/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.

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.Eng.s 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 Manager, People Development. Council may modify the annual roster.

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 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 CEO/Registrar, and receive advice from the Advisory Committee on Volunteers and the Manager, 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.

Article II. 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.

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 Mandate, Terms of Reference, annual Work Plans, 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.

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.

Article III. Committees/task forces are responsible for preparing membership roster according to their Human Resources plan. The Manager, 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, Regional Councillors, and Central and Regional Election and Search) 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. It is recommended that committees/task forces first forward the changes to the ACV for comments and then submit them 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.

PEO Policy

Communications Policy

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 In January of each year, committees shall elect a chair for approval by Council. 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 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.

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 In January of 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.

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.

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 Manager, 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 CEO/Registrar.

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

Working with the Manager, 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.

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 CEO/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.

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.

Article IV.

Article V. 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:

- 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

PEO Policy

Communications Policy

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 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 Manager, People Development to carry out the committee's/task force's Human Resources Plan.*

Committee/task force chairs should work with the Manager, 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 Manager, 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 CEO/Registrar as required.

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

Article VI. 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.

Article VII. Section 6: Role of the Council-appointed Liaison

6.1 Provide an effective communication link between a committee/task force and Council, but does 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 members of their assigned committees/task forces, they may still attend their meetings, although they do not have voting rights. The liaison may participate in the committee/task force's discussions if the chair invites them to do so. The liaison should communicate to the committee/task force chair overall Council directions, and strategic advice with respect to future proposals, insofar as they are relevant to the work of the committee/task force.

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

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

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

PEO Policy

Communications Policy

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

Article VIII.

Article IX. 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 Resources Plans should also be forwarded to the Manager, 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 Manager, 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). 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 Manager, 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.

Article X. 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.
- **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 Manager, 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 Manager, 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 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.

Article XI. Section 9: Role of the Manager, People Development

- 9.1 *Work with the committee/task force chairs to resource their approved Human Resources Plan.***
- 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 *Maintain a pool of volunteers. Recruit, screen and recommend volunteer placements to committee/task force chairs based on their HR Plan needs.***
- 9.6 *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.***
- 9.7 *Arrange for training and development of committee advisors.***
- 9.8 *Arrange periodic meetings of committee advisors.***

Article XII. APPENDICES

Section 12.01 Annual Reporting Dates for Committee Operations

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

Section 12.02 Terms of Reference Template
Name of Committee or Task Force (abbreviation)

Issue Date:
Approved by:

Review Date: January 1, 20xx
Review by: Council

Legislated and other Mandate approved by Council	<p><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</i></p> <p><i>Mandate is defined by the Committees & Task Forces Policy as "the functional scope of the committee approved by Council" [DATE APPROVED BY COUNCIL]</i></p>
Key Duties and Responsibilities	<p><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.</i></p> <p><i>Indicate those policies for which this committee/task force is responsible for developing and maintaining.</i></p>
Constituency, Number & Qualifications of Committee/Task Force Members	<p><i>Indicate the minimum and maximum number of required committee/task force members.</i></p> <p><i>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></p>
Qualifications and election of the Chair	<p><i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the chair of this committee.</i></p> <p><i>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></p>
Qualifications and election of the Vice Chair(s)	<p><i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the vice chair of this committee/task force.</i></p> <p><i>Indicate what method(s) are to be used for electing the vice chair each year, including nomination periods.</i></p>
Duties of Vice Chair(s)	<p><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></p>

PEO Policy

Communications Policy

Term Limits for Committee members	<i>Indicate the maximum term limits (in number of years and/or terms) for committee members</i>
Quorum	<i>In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's/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>

Section 12.03 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]:	<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"</i> [DATE APPROVED BY COUNCIL]		
Terms of Reference [Key duties]:	<i>Record verbatim the key duties and responsibilities of the committee or task force that support the Mandate's achievement.</i>		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes	Due date:
		Success measures	
	<i>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.</i>	<i>For each task, identify its outcomes and related success measures.</i>	<i>Include dates for deliverables.</i>
	For example: ACV to develop Work Plan and HR Plan templates for the Committee/Task Forces Reference Guide.	Development of templates. Approved by Council.	November, 2009

PEO Policy

Communications Policy

Committee/ Task Force Members	<p><i>List current committee membership, indicating Chair, Vice Chair and detail members by alphabetical order.</i></p> <p>For example:</p> <p>Sarah Smith, P.Eng. - Chair (since 2008), member since 2004</p> <p>Peter Jones, P.Eng. - member since 2007</p>
Council Liaison	<p><i>Indicate the name of the Council-appointed liaison this year</i></p>
Committee Advisor:	<p><i>Indicate the committee's or task force's primary committee advisor – by position, department, and name.</i></p>
Committee Support	<p><i>Indicate additional staff support to the committee's or task force</i></p>
Inter- committee collaboration:	<p><i>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.).</i></p>
Stakeholders:	<p><i>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.</i></p>

Section 12.04 Human Resources 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 	<i>List</i> <ul style="list-style-type: none"> • Career stage (i.e. early/mid/late/retired) • Disciplines • Experience level (ie. Class A – F) • Gender/diversity • Regions (i.e. Eastern) • Total CEAB & non- 		

PEO Policy

Communications Policy

<ul style="list-style-type: none"> Licensed / Non-licensed 	<p><i>CEAB</i></p> <ul style="list-style-type: none"> <i>Licensing requirements</i> 		
<p>Succession Planning</p> <ul style="list-style-type: none"> List the members 	<p><i>Identify length of member service on committee</i></p>		
<p>Term of Office</p> <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> 		

(a) 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 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

(b)

(c) 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.

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.

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 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

PEO Policy

Communications Policy

- 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 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.]

Section 12.05 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. CEO/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 Manager, 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.

Section 12.06 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.

Section 12.07 Meeting Agenda Template

<<Name of Committee / Task Force>>

<< Date 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*.

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

Section 12.08

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?			

Committee Self Evaluation Form

Committee: _____ Date: _____

Additional comments to the above:

Role of Committee/Task Force Members	Rating		
	Always	Sometimes	Never
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> Metric #2 <insert> Cont'd	Assessment of results: Assessment of results:
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Section 12.09

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>

Procedures for Appointing Councillors to Committees

Notes:

1. Under the Committees and Task Forces Policy, Council is to appoint all committees/ task forces.
2. Under the Committees and Task Forces Policy, Council has delegated authority to make appointments to committees, other than to board committees, during the year to the CEO/Registrar.
3. 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.
4. Under the Committees and Task Forces Policy, 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. Following the results of the annual Council elections, all Councillors will be provided with a copy of *PEO Committees: A Guide for Potential Volunteers*, which includes a list of board and other committees, their mandates and other relevant information.
2. With respect to board committees, Councillors will be requested to advise the Secretariat Coordinator by April 15th of the board committees on which they wish to serve. *Members are not automatically re-appointed to board committees.*
3. With respect to non-board committees, newly-elected Councillors will be requested to contact the People Development Department and submit an application for the committee on which they wish to serve. People Development will forward the application to the indicated committee(s), which will review the application to determine compatibility with the respective committee's Human Resources Plan.

PEO Policy

Communications Policy

Any accepted Councillor will be deemed to have been appointed by the CEO/Registrar to a committee by delegation of authority under the Committees and Task Forces Policy. The name of any such appointed Councillor will be submitted to Council for ratification at the next regularly scheduled Council meeting.

Notwithstanding that Councillors assume office on a Council-year basis, they are appointed to non-board committees on a calendar year basis and, therefore, continue to be a member of a non-board committee until re-appointed in January 1st of each year. *Members are not automatically re-appointed to non-board committees.*

4. Members who are not re-elected to Council but who were appointed to a non-board committee will continue to be members of that committee until the end of the calendar year, at which time they may be re-appointed in accordance with the annual roster submitted to Council.

Procedures for Appointing Committee Chairs and Council Liaisons

Notes:

1. Under the Committees and Task Forces Policy, Council is to approve the committee-elected chair and appoint all task forces chairs.
2. Under the Committees and Task Forces Policy, Council is to assign a liaison to provide a two-way communication link between a committee/task force and Council.
3. 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.
4. Under the Committees and Task Forces Policy, 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 the Secretariat Co-ordinator 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. At its June meeting each year, Council will assign a Council Liaison for board committees.
3. At its February meeting each year, Council will assign a Council liaison for non-board committees.
4. Council will appoint a chair of, and 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

PEO Policy

Communications Policy

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 expectations. This interview will be completely informal, although a note that it has taken place will be forwarded to the Manager, 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 Manager, People Development. Should the volunteer submit an application for future volunteer opportunities on other PEO committees/task forces/Chapter, the Manager, 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.

PEO Policy

Communications Policy

12.5 Chapter Terms of Reference

Issue Date: May 20, 2004

Approved by: Council

Review Date: Dec. 31/2005

Review Responsibility: Director

Function: Policy & Communications

Mandate	PEO chapters are the local presence for Professional Engineers Ontario and are tasked with the responsibilities of assisting PEO in meeting the objectives of the PEO organization.
Objectives	Through local presence and activities, PEO Chapters: <ul style="list-style-type: none"> • Facilitate participation and training of licence holders in the governance, succession planning for PEO leadership, and statutory duties of the profession; • Work to identify the value of the profession to future licence holders; • Promote and enhance the understanding within society of the self regulated engineering profession and the importance of licensure; and • Actively participate in policy development of the PEO.
Type	Governance - Legislated (Each Chapter is considered to be a sub-committee of the Regional Councillors Committee)
Responsible Authority	Regional Councillors Committee
Essential Purpose	The essential purpose of Chapters is Policy and Communications through the following initiatives. <ol style="list-style-type: none"> 1. Enhance a local presence for the engineering profession throughout Ontario. ⁽⁹⁾ 2. Provide an introduction and training for professional engineers who want to participate in the statutory functions of the profession. ⁽⁵⁾ 3. Provide timely and current information to licence holders. ⁽⁷⁾ 4. Provide an active communication link between the membership and Council ⁽²⁾ with regards to: <ol style="list-style-type: none"> a. PEO Policy Development; b. Succession planning for PEO Leadership; and PEO and Chapter Budget planning.
Essential Purpose (cont'd)	<ol style="list-style-type: none"> 5. Provide a forum for the local discussion of professional and civic affairs. ⁽⁴⁾ 6. Enhance the professional development, competency, and social responsibility of professional engineers. ⁽³⁾ 7. Serve as an information resource for professional engineers, the public and society. ⁽⁶⁾ 8. Promote public awareness of the engineering profession in the local community. ⁽¹⁾ 9. Provide a local point of contact for the community to access information on the profession and Engineering. 10. Promote participation of license holders in Chapter activities and PEO committees. 11. Promote recognition of individuals or firms for their support of the profession. <p><i>(NOTE: Numbers in parenthesis refer to the purpose as presented in the START I Report)</i></p>

Constituents & Competencies	Chapters consist of local professional engineers, engineering interns and student members who desire to assist in the growth and development of the profession at the local level and who may, through mentoring, become future participants or leaders of the profession at higher levels.
Measurements Describing the Success of the Objective	Annual business plans are prepared by the local Chapter leaders which include a report of events completed in the previous year, financial resources expended, planned activities for the coming year and financial assistance required to conduct the local affairs of each Chapter. The Responsible Authority shall compile the information for inclusion within an Annual Report to be presented to all licence holders at the PEO Annual General Meeting.
Limit of Operational Responsibilities	Council, through the CEO/Registrar, may from time to time direct requests to Chapters for input on matters which are under consideration. Chapters may also be requested to act, on behalf of the President, Council or Staff on matters which are of local significance and interest. Chapters may petition Council to consider matters raised by local licence holders through the Chapter. Chapters normally will forward petitions through the respective Regional Congress or, if time does not permit, through the Responsible Authority or direct to Council.
Recruitment of New Committee Members	Chapters are responsible for identifying and recruiting new committee licence holders who show a desire and willingness to participate and organize activities within the local Chapter.
Reporting Requirements	Minutes of local Chapter meetings and local executive meetings will be forwarded to the Chapter Manager and both Regional Councillors. Chapters shall prepare an annual Activity Plan, outlining planned activities in support of financial assistance request (budget). The plan shall be completed and submitted to the Chapter Manager in sufficient time for inclusion within the annual PEO budget process, normally prior to September of each year for the upcoming calendar year. The Executive of each Chapter shall present both audited financial statements and a summary of completed activities to the membership at the Chapter Annual General Meeting. Chapters shall report to the Chapter Manager all activities completed within the previous calendar year; planned, requested or initiated within the year. The reports will generally contain sufficient information to demonstrate the level of participation by engineers and non-engineers and the direct costs/expenses associated with each event.
Selection and Termination of Members	Chapter executives shall be elected annually at a Chapter Annual General Meeting, to be called and conducted in accordance with procedures developed and reviewed from time to time by the Responsible Authority and Council. Where there are insufficient numbers of individuals elected at the Chapter Annual General Meeting to fill vacancies on the Chapter Executive, a motion (Chapter by-law) may be passed at the meeting permitting those executive elected to recruit and fill positions throughout the year, as required.

PEO Policy

Communications Policy

Time Commitment	Chapter leaders' commitments range from a few hours per month to several days per month, depending upon their role in the Chapter. Minimum requirements include attendance at Chapter Executive Meetings and local planned events. The Chair and Vice-Chair, or delegated alternatives, for each Chapter will be invited to attend three Regional Congresses per year, the PEO Annual General Meeting, one Chapter Leaders Conference and one Chapter Leaders event. Other Conferences, specific to certain areas of Chapter activity may be conducted which a representative will be invited to attend.
Special Projects	Chapters may be requested to undertake projects or provide comments which are of special interest to the Council. Chapters may initiate and undertake Special Projects and activities, which are supportive of the Essential Purpose or Legislated Mandate of PEO or the Regional Councillor Committee. Such projects should be reviewed by the Responsible Authority for compliance with this Policy and for financial support within the current and future budgets.
Budget	The annual overall budget for Chapters shall be established by Council. Allocation of budget to each Chapter shall be in accordance with the guidelines developed by the Responsible Authority (Regional Councillors Committee). Exceptions to the guidelines may be authorized by the Senior Regional Councillor for the region where the Chapter exists, the Regional Councillors Committee or the Director of Policy and Communications. Documentation shall be provided in support of funding requests greater than the guidelines. Special Project funding may be requested through the Responsible Authority in accordance with the Business Plan guidelines or other noteworthy projects. In all instances consultation with the Responsible Authority shall be done prior to entering into financial commitments.
Chair	The Chair shall be elected annually for a one year appointment at the Annual General Meeting of the Chapter. The Chair should normally have served at least one year on the Chapter Executive or other committee of Council during the previous five years.
Members	Licensed professional engineers or engineering interns who meet the eligibility requirements are encouraged to participate in the Chapter executive. The Responsible Authority will review the eligibility requirements and changes shall be recommended to the Director of Policy and Communication for forwarding to Council. Election of Chapter Executives shall be on an annual basis at the Chapter Annual General Meeting, or such other time as may be approved by motion.
Staff Advisor	Chapter Manager
Staff Support	Chapter Coordinator
Legislative Mandate	The <i>Professional Engineers Act</i> includes no reference to Chapters of the Association of Professional Engineers Ontario, hereinafter called PEO Chapters, The <i>Professional Engineers Act</i> defines additional objects for the association as <ol style="list-style-type: none"> 1. To establish, maintain and develop standards of knowledge and skill among its licence holders. 2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering. 3. To establish, maintain and develop standards of professional ethics among its licence holders. 4. To promote public awareness of the role of the Association.

	<p>5. To perform such other duties and exercise such other powers as are imposed or conferred on the Association by or under any Act. R.S.O. 1990, c. P.28, s. 2 (4).</p> <p>PEO Chapters are defined in Regulation 941, as amended, as ""Chapter" means a chapter established pursuant to the by-laws",</p> <p>By-Law No. 1 of the Association of Professional Engineers of Ontario states specifically that "There shall be chapters of the association constituted in accordance with the by-laws."</p> <p>By-Law No. 1 of the Association of Professional Engineers Ontario enables Council to establish from time to time standard rules and procedures governing the operating of chapters and the conduct of their affairs</p>
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12.6 History of PEO

- ◆ **1887**–the Canadian Society of Civil Engineers (CSCE) is formed as a technical society and lobby group.
- ◆ **1918**–CSCE becomes the Engineering Institute of Canada and plays a key role in pushing for provincial engineering legislation (the provinces having jurisdiction over occupations and professions).
- ◆ **1922**–the Association of Professional Engineers of Ontario (APEO) is born and the *Professional Engineers Act* comes into effect; APEO is granted the right to control use of the terms “professional engineer” and “P.Eng.” but lacks licensing powers.
- ◆ **1937**–a revised Act gives APEO licensing powers and restricts the profession to qualified practitioners.
- ◆ **1923**–APEO adopts its first Code of Ethics.
- ◆ **1946**–The *Professional Engineers Act* is amended, making the meaning of professional engineering more specific.
- ◆ **1957**–APEO introduces certification for engineering technicians
- ◆ **1961**–The Ontario Association of Certified Engineering Technicians and Technologists is born as an offshoot.
- ◆ **1969**–A new *Professional Engineers Act* gives APEO control of such titles as “Consulting Engineer” and its variations.
- ◆ **1984**–A new Act substantially changes the definition of professional engineering, establishing new classes of licences, and increasing the number of Councillors appointed by government.
- ◆ **1993**–The association adopts a simplified common name, Professional Engineers Ontario, and a modernized logo to enhance recognition.
- ◆ **2000**–PEO begins implementation of recommendations of the Admissions, Complaints, Discipline and Enforcement (ACDE) Task Force, strengthening PEO’s regulatory function, and improving efficiency and transparency of its processes.
- ◆ **2000**–PEO initiates a staged transfer of PEO’s non-regulatory functions to the Ontario Society of Professional Engineers (OSPE), a member-interest organization.
- ◆ **2001**–PEO adopts a new Strategic Plan focusing on its future solely as a licensing and regulatory body.
- ◆ **2001**–PEO undertakes a review of the structure and procedures of PEO Council, committees and chapter system for functionality and consistency with PEO’s mandate.
- ◆ **2003**–PEO adopts a number of governance principles that will enable Council to focus on matters of strategic policy, and entrusts the CEO/Registrar with the management of all operational and administrative matters in a complementary manner.
- ◆ **2004**–PEO adopts a policy development process to provide a standardized approach to establishing regulatory policy.
- ◆ **2004**–PEO adopts a Privacy Policy.
- ◆ **2006**–PEO obtains Investigative Body Status.
- ◆ **2007**–PEO launches the Expanded Public Information Model.
- ◆ **2007**–Amendments made to PEO Regulation regarding elections.
- ◆ **2008**–Amendments made to PEO Regulation regarding regional boundaries and reinstatement of licences.
- ◆ **2008**–PEO creates Ontario Centre for Engineering and Public Policy to enhance the voice of engineering in the public policy process
- ◆ **2009**–Amendments made to PEO By-Law regarding calling of Council meetings
- ◆ **2009**–PEO permits third and fourth year university studies and engineers-in-training who are involved in PEO chapter activities with engineering experience content, consistent with the

Guide to the Required Experience to be Licensed as a Professional Engineer in Ontario to be given credit towards the four year experience requirement.

- ◆ **2009**-PEO introduces a province-wide mentorship program to assist prospective engineers in meeting the requirements for licensure
- ◆ **2009**-PEO issues a Position Statement on the Clarification of Professional engineering Related to the Building Code to address uncertainties about how the decision of the PEO Building Code court challenge is to be applied in practice.
- ◆ **2010**-PEO recognizes nanotechnology and molecular engineering as a new discipline
- ◆ **2010**-PEO introduces a PEO logo licence plate to raise public awareness of the association
- ◆ **2010**-Legislature approves changes to the *Professional Engineers Act* under the *Open for Business Act* as proposed by Council
- ◆ **2010**-PEO enters into a partnership arrangement *with Engineers Without Borders*
- ◆ **2010**-PEO recognizes Communications Infrastructure Engineering as a new discipline.
- ◆ **2010**-PEO By-law amended to enshrine into the By-Law the requirement for Council to seek member confirmation for annual fees for licence holders.
- ◆ **2011**-PEO includes the use of a professional engineer collaborator and professional engineer monitor to meet the 12-month Canadian experience requirement for licensure
- ◆ **2011**-PEO adopts an Equity and Diversity Policy
- ◆ **2011**-PEO issues Practice Standards for Professional Engineers providing services for demolition of buildings and other structures; using software-based engineering tools; writing engineering evaluation reports for drinking water systems; use of Building Code compliance data matrix; and general review of building projects lacking permits

12.7 PEO Historically Used Acronyms

ACDE	Admissions, Complaints, Discipline and Enforcement Task Force—established in 1998 to review PEO’s existing policies and procedures in the areas of licensing, complaints, discipline and enforcement. Resulted in amendments to the <i>Professional Engineers Act</i> and Regulation 941 (stood down)
ACV	Advisory Committee on Volunteers—an advisory committee that manages the appointment of volunteers to PEO committees (formerly Advisory Committee on Committees—ACC)
ADC	Admissions Review Councillor—a non-member government appointee to Council appointed by Council to review complaints about PEO admissions decisions to check that the admissions process and procedures were correctly followed
AGM	Annual General Meeting—includes Public Policy Conference, annual business meeting and Order of Honour Gala
APEGBC	Association of Professional Engineers and Geoscientists of British Columbia—engineering licensing body in British Columbia
APEGGA	Association of Professional Engineers, Geologists and Geophysicists of Alberta—engineering licensing body in Alberta
APEGM	Association of Professional Engineers and Geoscientists of Manitoba—engineering licensing body in Manitoba
APEGNB	Association of Professional Engineers and Geoscientists of New Brunswick – engineering licensing body in New Brunswick (now called Engineers and Geoscientists New Brunswick)
APEGNS	Association of Professional Engineers and Geoscientists of Nova Scotia—engineering licensing body in Nova Scotia (now called Engineers Nova Scotia)
APEGS	Association of Professional Engineers and Geoscientists of Saskatchewan—engineering licensing body in Saskatchewan
APEO	Association of Professional Engineers of Ontario (PEO’s legal name)—engineering licensing body in Ontario
APEPEI	Association of Professional Engineers of Prince Edward Island—engineering licensing body in Prince Edward Island (now Engineers PEI)
APEY	Association of Professional Engineers of Yukon—engineering licensing body in the Yukon
APGO	Association of Professional Geoscientists of Ontario—licensing body for geoscientists

AOLS	Association of Ontario Land Surveyors—licensing body for land surveyors
ARC	Academic Requirements Committee—operational committee on regulatory matters (legislated) that assesses the academic qualifications of applicants for licensure.
ARIDO	Association of Registered Interior Designers of Ontario—accreditation body for interior designers in Ontario.
AUC	Audit Committee—fiduciary committee (legislated) that reviews the results of the external audit of the PEO's finances and reports to Council. Board committee
AWC	Professional Engineers Awards Committee—special committee that manages, promotes and monitors PEO's Professional Engineers Awards Program (in conjunction with the Ontario Society of Professional Engineers) and Order of Honour service awards, and external honours nominating activities.
BAC	Building Advisory Council—established by the Minister of Municipal Affairs and Housing to provide strategic advice to the Minister on policy, technical and administrative issues related to the <i>Building Code Act</i> and the Building Code.
BDS	Building Design Specialist—an official mark registered by PEO under the <i>Federal Trademarks Act</i>
C of A	Certificate of Authorization—all entities in the business of offering or providing professional engineering services directly to the public (sole practitioners, partnerships, incorporated companies) in Ontario are required to hold a Certificate of Authorization issued by PEO.
CAPE	Council for Access to Professional Engineering—Ontario-based, not-for-profit membership organization that focuses on employment of international engineering graduates in the Ontario workforce
CCPE	Canadian Council of Professional Engineers—federation of provincial engineering regulatory bodies (legal name for Engineers Canada)
CDPTF	Complaints and Discipline Process Task Force—established to review concerns expressed by members related to PEO's complaints and discipline process with the view to strengthening the process and the public's and members' confidence in the process
CEAB	Canadian Engineering Accreditation Board—Engineers Canada board committee that accredits Canadian engineering education programs
CEDC	Consulting Engineer Designation Committee—operational committee on regulatory matters (legislated) that recommends to Council applicants for designation as a Consulting Engineer and permission for companies to use the title Consulting Engineers or variations thereof.
CEIB	Canadian Engineering International Board—former Engineers Canada committee that developed international mobility agreements.

PEO Policy

Communications Policy

CEQB	Canadian Engineering Qualifications Board—Engineers Canada board committee that develops national guidelines on qualifications and standards of practice for engineers in Canada, e.g. national syllabus of examinations, continuing competence guideline
CERB	Canadian Engineering Resources Board—former Engineers Canada board committee that studied human resources issues in engineering. Replaced by Research Committee.
CESC	Central Election and Search Committee—governance committee that encourages Members to seek nomination for election to Council as president-elect, vice president or councillor-at-large. It also receives and responds to complaints regarding the procedures for nominating, electing and voting for members to Council.
CETF	Code of Ethics Task Force—established to update PEO’s Code of Ethics with consideration to be given to moving some breaches of ethics requirements into the definition of professional misconduct and to making PEO’s ethics code strictly enforceable
CLC	Chapter Leaders Conference—a conference of chapter chairs and vice chairs usually held in November at the same time as the Ontario Professional Engineers Awards
COC	Complaints Committee—operational committee on regulatory matters (legislated) that investigates complaints made by the public or members of the association regarding the conduct or actions of PEO members
CODE	Council of Ontario Deans of Engineering
CRC	Complaints Review Councillor—a non-member government appointee to Council appointed by Council who reviews the handling of complaints when the complainant is dissatisfied with the outcome to ensure the process was administered correctly.
CSA	Canadian Standards Association
CSPE	Canadian Society of Professional Engineers—nationally chartered advocacy and services organization for engineers.
DIC	Discipline Committee—operational committee on regulatory matters (legislated) that convenes discipline hearings of cases referred by the Complaints Committee
EAS	Employment Advisory Service—employment counseling and job matching service, formerly part of PEO but now transferred to OSPE
EDC	Equity and Diversity Committee—advisory committee on operational matters that recommends PEO plans to integrate equity and diversity values and principles into the general policy and business operations of PEO
EDTF	Emerging Disciplines Task Force—established to develop a clear understanding of

	nanotechnology or molecular engineering and communication infrastructure engineering (or “Networking”) practices.
EDTG	Engineering Disciplines Task group—created process whereby PEO could recognize and put in place mechanisms to regulate emerging areas of engineering practice. (stood down)
EDU	Education Committee—advisory committee on operational matters that is involved in pre-university student and educator outreach and curriculum issues such as math., science and technology. Developed and monitors the Engineer-in-Residence program.
EEATF (E²A)	Evolution of Engineering Admissions Task Force—established as a result of a recommendation of the ACDE Task Force to examine alternatives to PEO’s current admissions process. (stood down)
EGTF	External Groups Task Force—Software (see OSWET)
EIR	Engineer-in-Residence program—established by PEO’s Education Committee that puts volunteer engineers in host schools to bring the science and technology curriculum to life.
EIT	Engineering Intern—an engineering graduate who is registered in PEO’s Engineering Intern program that connects engineering graduates to the engineering profession and offers graduates guidance through the licensing process.
ENF	Enforcement Committee—advisory committee on operational matters that advises staff on issues related to PEO’s enforcement of the <i>Professional Engineers Act</i> .
EPRTF	Election Procedures Review Task Force—established to review recommendation of previous task forces and current nomination and election procedures (stood down).
ERC	Experience Requirements Committee—operational committee on regulatory matters (legislated) that reviews experience of applicants for licensing as professional engineers who are not graduates of an accredited engineering program.
ESSCO	Engineering Student Societies Council of Ontario—council of self-governing member engineering student societies (Ont.) that deals with matters of common interest to those societies and to engineering education.
EVC	Environment Committee (stood down—incorporated into PSC mandate)—Environment matters now handled by a working group under the Professional Standards Committee (PSC).
EXE	Executive Committee—a governance committee (legislated) that acts as a steering committee for PEO activities and policy development.
NAPEG	Northwest Territories and Nunavit Professional Engineers and Geoscientists

PEO Policy

Communications Policy

FFE	Ontario Professional Engineers Foundation for Education—independent, non-profit, charitable organization established by PEO to provide scholarships to encourage engineering students to pursue careers in the profession, support for EIR and scholarships to Engineers Without Borders.
FIC	Finance Committee—advisory committee on operational matters that recommends PEO financial policies to Council for approval, oversees the annual budget development process and reviews financial forecast. Board committee.
FMC	Fees Mediation Committee—special committee on regulatory matters (legislated) that reviews, mediates or arbitrates fee disputes between engineers, engineering companies and clients
GAC	Government Affairs Committee—(stood down—incorporated into Professional Standards Committee mandate)
GATS	General Agreement on Trade in Services—agreement on international trade in services between 142 countries, including Canada, that is regulated by the World Trade Organization under GATS
GLC	Government Liaison Committee—provides oversight of and guidance to the PEO Government Liaison Program
GLP	Government Liaison Program—provides leadership and guidance on PEO's interaction with governments and their agencies.
GTF	Governance Task Force—developed a new governance model and principles for PEO (stood down)
HRC	Human Resources and Compensation Committee—advisory committee on policy matters that conducts the recruitment process and reviews the performance and salary for the position of CEO/Registrar and as mediator when a resolution cannot be met between staff, CEO/Registrar and volunteers. Members are assigned from current members of Council. Board committee
IAMA	Inter-Association Mobility Agreement—an agreement among the constituent members of Engineers Canada to allow for the inter-provincial transfer of professional engineers
IEEQ	Internationally-Educated Engineers Qualification Project—a sub-project of the Engineers Canada project, <i>From Consideration to Integration</i> Project, funded by Human Resources and Skills Development Canada
JAIC	Joint Advocacy Implementation Committee—former joint PEO/CSPE committee for creation of the Ontario Society of Professional Engineers (stood down)

JENSTF	Joint Engineering and Natural Science Task Force—established to determine a means to achieve the intent of Engineers Canada’s 1996 companion clause to the national definition of professional engineering (i.e. to ensure that professional engineering is practised by licensed practitioners without unnecessarily restricting the activities of those practising other professions, including natural scientists)
JLC	Joint Liaison Committee—PEO-OAA joint committee established primarily to coordinate the enforcement of the <i>Professional Engineers Act</i> and the <i>Architects Act</i> with respect to required engineering and architectural qualifications for the design and general review services related to building construction.
JMB	Joint Management Board—advisory committee on regulatory and operational matters created in 1993 as part of an agreement between PEO and OACETT to create an effective alliance to enhance the engineering team’s service to, and protection of, the public
JPB	Joint Practice Board—operational committee on regulatory matters (legislated) and is a dispute resolution board of PEO and OAA members to resolve licensure and professional services issues between engineers and architects
JRC	Joint Relations Committee—PEO/OSPE joint committee created to build relationships between the leaders of the two organizations, to facilitate the exchange of information between the two organizations, to identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern, and to provide a forum for the discussion and informal resolution of potential areas of conflict between the two organizations.
LEC	Legislation Committee—to provide oversight and guidance to matters pertaining to PEO’s Act, Regulations and By-Laws. Board committee
LET	Licensed Engineer Technologist—official mark registered by PEO under the Federal <i>Trademarks Act</i>
LGA	Lieutenant Governor-in-Council appointee—individuals appointed to PEO Council by the Lieutenant Governor of Ontario who may, or may not, be members of PEO and are referred to as LGAs; appointees who are not members are referred to as lay LGAs
LPTF	Licensing Process Task Force—established in January 2005 to review the licensing practices for effectiveness in protecting the public, fairness to all classes of applicants, and timeliness and operational efficiency and to make recommendations for improvement.
LSTF	Licensing Discipline and Specialist Task Force—established to develop a general policy on designations, including public interest criteria.
MMAH	Ministry of Municipal Affairs and Housing—government department responsible for administering the <i>Building Code Act</i> .

PEO Policy

Communications Policy

MRA	Mutual Recognition Agreement–Engineers Canada agreements that recognize the equivalency of the engineering accreditation systems used in other countries with the Canadian system, or the equivalency of engineering education.
NAPEG	Association of Professional Engineers, Geologists and Geophysicists of the Northwest Territories and Nunavut–licensing body for engineers
NEW	National Engineering Week–an annual event that aims to raise public awareness of the contribution of engineering to everyday life
NEWOSC	National Engineering Week Ontario Steering Committee–Coordinating committee for Ontario participation in National Engineering Week (March). PEO, Ontario Society of Professional Engineers, Consulting Engineers of Ontario, Ontario Association of Certified Engineering Technicians and Technologists and the Ontario Science Centre are members of NEWOSC
NFTF	National Framework Task Force–established to explore the potential value to the public and profession of a national licensure framework
NOC	Nominating Committee–governance committee. Replaced by 2007 amendments to Regulation 941 by the Central Election and Search Committee (CESC)
OAA	Ontario Association of Architects (licensing body for architects)
OACETT	Ontario Association of Certified Engineering Technicians and Technologists–an organization for advancing the engineering and applied science technology profession.
OIQ	Ordre des ingénieurs du Québec (engineering licensing body in Quebec)
OPC	Overlapping Practices Committee–established to consider the matters relating to a recognized natural scientist who may be practising professional engineering without a licence, limited licence or temporary licence and/or without a certificate of authorization and make recommendations to assist the Registrar and the natural scientist to resolve the matter prior to the Registrar proceeding with any enforcement action to the courts.
OSPE	Ontario Society of Professional Engineers–advocacy/member services organization for Ontario engineers. Also known as “the Society”
OSWET	Ontario Software Engineering Task Force (now External Groups Task Force–Software)
PEG-NL	Professional Engineers and Geoscientists of Newfoundland and Labrador–licensing body for engineers
PEN	Pension Committee–committee that monitors PEO's pension plans to ensure it

	meets its obligations as sponsor and administrator of the plans.
PEO	Professional Engineers Ontario—trade name for PEO (see Association of Professional Engineers of Ontario)
PEP	Professional Excellence Program—a questionnaire that gathers information pertaining to members’ job functions, fields of expertise and professional development activities. The questionnaire was renamed “Professional Profile”.
PPE	Professional Practice Examination—PEO admission examination on law, ethics and professional liability to be passed by all applicants for licensure.
PSC	Professional Standards Committee—advisory committee on policy matters that writes PEO practice guidelines and examines professional practice issues, establishes working groups of knowledgeable practitioners to provide input on legislative changes or public policy affecting engineering practice. (formerly the Professional Practice Committee—PPC)
PTTF	Professional Technologist Task Force—established to review Alberta legislation with respect to engineering technicians and technologists and possible application to PEO (stood down)
RCC	Regional Councillors Committee—committee composed of all Regional Councillors that responds to Council, chapters and regions on matters of concern to chapters and regions.
REC	Registration Committee—operational committee on regulatory matters (legislated) that hears and decides matters respecting a Registrar’s proposal to refuse to issue, to suspend or to revoke a licence or certificate of authorization when requested by the applicant.
RESC	Regional Election and Search Committees—five governance committees (legislated), one for each of PEO’s geographic regions, which encourage members residing in the region to seek nomination to Council as Regional Councillor.
RIETF	Removal of Industrial Exception Task Force—established to determine how PEO may best assist industry with the implementation of the removal of the exception to the requirement to be licensed for those doing professional engineering in relation to process equipment or machinery for use in their employer’s facility to produce products for their employer (the so-called “industrial exception”)
RNO	Regional Nominating Committees—replaced by 2007 amendments to Regulation 941 with Regional Election and Search Committees (RESC)
SMP	Student Membership Program—a program designed to establish and strengthen communication links between students and the engineering community.
SOTF	Sustaining OCEPP Task Force—established to develop policy recommendations for Council with respect to establishing the Ontario Centre for Engineering and Public

PEO Policy**Communications Policy**

	Policy on a continuing basis. (stood down)
START	Chapter Structure and Revitalization Team—A task force of chapter executives that created a white paper on the future of the chapter system
START 11	Chapter Structure and Revitalization Team Implementation Committee—a task force of chapter executives that created implementation recommendations for the proposals in START white paper. (START 11 report received by Council in April 2002)
TSSA	Technical Standards and Safety Authority—not-for-profit, self-funded delegated administrative authority that administers and enforces public safety laws in various sectors under the <i>Technical Standards and Safety Act</i>
WEAC	Women in Engineering Advisory Committee—OSPE committee that works to create a welcoming environment for women in engineering in Ontario.

Issue Date: April 2011
Approved by: Council

Review Date: April 2012
Review Responsibility: Director
Function: Communications

Communications Policy

Communications involves everyone in PEO. All who come in contact with government, the media, other external stakeholders, members and prospective members must govern themselves by a communications policy to ensure that PEO's messages and image are presented in a consistent fashion.

This document is the communications policy of Professional Engineers Ontario. It governs PEO Council, staff, chapters and members-at-large in their dealings with government, the media, other external stakeholders, the membership and potential members.

Media Policy

PEO will encourage positive media coverage to increase awareness of the profession and will respond to all media inquiries in a timely, accurate fashion.

Official spokespeople

- ◆ President
- ◆ President-elect
- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to media as appropriate.

Staff

Communications staff is authorized to respond to media inquiries of a factual nature to provide background information, but may not act as official spokespeople for PEO.

Communications staff will receive *all* incoming media inquiries and arrange interviews as appropriate.

Other PEO staff must direct media inquiries to communications staff and act in accordance with the media policy.

Councillors

Councillors are encouraged to generate media coverage concerning Council activities or PEO events (e.g. national engineering week, annual general meeting, awards galas).

Councillors are encouraged to speak openly to media about the practice of engineering, drawing on their own personal and professional experience.

Councillors may not speak on behalf of the association, unless authorized by the Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Councillors shall forward media inquiries or opportunities to respond to media reports pertaining to the association to PEO's Manager, Communications.

Chapters

PEO chapters are encouraged to generate media coverage in the local community for chapter activities or events. Chapters may appoint a representative to speak to media concerning chapter events.

Chapter representatives are encouraged to speak openly to media about the practice of engineering, drawing on their own personal and professional experience.

Chapter representatives may not speak on behalf of the association, unless authorized by the Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Chapter representatives shall forward media inquiries or opportunities to respond to media reports pertaining to the association to PEO's Manager, Communications.

PEO's communications department will assist chapters on request in generating media coverage of chapter activities and events.

Association members

Members other than official spokespeople are encouraged to speak to media as technical experts, but may not speak on behalf of the association.

Members should forward media inquiries relating to PEO, or opportunities for PEO to respond to media reports relating to the profession to PEO's Manager, Communications.

Government Communications Policy

Official spokespeople

- ◆ Participants in the Government Liaison Program
- ◆ President
- ◆ President-elect

- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to elected representatives as appropriate.

Councillors

Councillors are encouraged to keep their local elected representatives apprised of Council activities or PEO events (e.g. national engineering week, annual general meeting, awards galas).

Councillors may not speak on behalf of the association, unless authorized by the Registrar, another official spokesperson, member of their chapter's Government Liaison Program Committee, or communications staff. If authorized, they must speak to PEO's approved position statements. Should elected representatives solicit a PEO position for which an approved statement is not already available, Councillors must contact the Manager, Communications, who will facilitate an appropriate response for their use and add the approved position to the available position statements.

Staff

PEO staff are authorized to respond to inquiries from government staff of a factual nature as background, but may not act as official spokespeople for PEO.

Inquiries from government staff should be directed to the appropriate PEO department head or manager.

Should a PEO position statement be required by government staff, PEO staff will direct the inquiry to the appropriate spokesperson, or provide the approved position statement.

Chapters

PEO chapters are encouraged to keep their local elected representatives apprised of their chapter's activities or events.

They may speak to their elected representatives about PEO activities and positions through the members of their Government Liaison Program Committee, according to approved position statements. Should elected representatives solicit a PEO position for which an approved statement is not already available, Government Liaison Program spokespeople must contact the Manager, Communications, who will facilitate an appropriate response for their use and add the approved position to the available position statements.

Association members

Members other than official spokespeople are encouraged to speak to their elected representatives or government staff as technical experts or constituents, but may not speak on behalf of the association.

Members should forward opportunities for PEO to communicate with government on matters relating to the profession to the members of their chapter's Government Liaison Program Committee, who will respond or forward the opportunity to the Manager, Communications for PEO staff or designated spokespeople to respond.

Other External Stakeholders Communications Policy

Official spokespeople

- ◆ President
- ◆ President-elect
- ◆ Past President
- ◆ Vice Presidents
- ◆ Registrar

Official spokespeople must provide the agreed PEO position on issues, where Council has taken a position.

Official spokespeople may appoint others to speak to other external stakeholders as appropriate.

Councillors

Councillors are encouraged to keep appropriate external stakeholders apprised of Council activities or PEO events.

Councillors may speak openly to other external stakeholders about the practice of engineering, drawing on their own personal and professional experience.

Councillors may not speak on behalf of the association, unless authorized by the CEO/Registrar, another official spokesperson or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Councillors shall forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Staff

PEO staff are authorized to respond to inquiries from other external stakeholders of a factual nature as background, but may not act as official spokespeople for PEO.

Inquiries from other external stakeholders should be directed to the appropriate PEO staff member.

Chapters

PEO chapters are encouraged to keep appropriate external stakeholders apprised of the activities in their chapters.

Chapter representatives may speak openly to other external stakeholders about the practice of engineering, drawing on their own personal and professional experience.

Chapter representatives may not speak on behalf of the association, unless authorized by the Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position.

Chapter representatives shall forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Association members

Members other than official spokespeople may not speak to other external stakeholders on behalf of the association, but are encouraged to offer their technical expertise, as appropriate.

Members should forward inquiries from other external stakeholders or opportunities to participate in external stakeholder events to PEO's Manager, Communications for appropriate follow-up.

Internal Communications Policy

Official spokespeople

- ◆ All PEO Council members are responsible for informing members and prospective members of PEO issues and Council activities as opportunities arise.
- ◆ The President, President-elect, Past President and Vice Presidents will have a greater role as they are often invited to speak at chapter events and other gatherings of members and prospective members. The President may also use the President's Message in *Engineering Dimensions* to inform members and prospective member of PEO issues and Council activities.
- ◆ Regional Councillors have a special role in keeping the chapter leadership informed through the Regional Congresses, and often through chapter newsletters.
- ◆ The CEO/Registrar is the official spokesperson on PEO operations.

In informing members and prospective members, official spokespeople must provide the agreed PEO position on issues, where Council has taken a position. They may state they voted against a Council decision, but must support the Council decision by informing members and prospective members of Council's reasons for coming to that decision.

PEO's Manager, Communications will assist official spokespeople on request by providing fact sheets and/or speaking notes.

PEO Policy

Communications Policy

Official spokespeople are encouraged to use their positions and PEO's communications channels (e.g. eblasts, newsletters, *Engineering Dimensions*, the website) to encourage member or prospective member participation in PEO consultations, but may not use their positions and PEO's communications channels to try to influence the outcome of a consultation.

Official spokespeople may use their positions to encourage candidates to stand for PEO office and members to participate in the election process, but may not endorse candidates for PEO election.

Staff

PEO staff is authorized to respond to inquiries from members and prospective members. In informing members and prospective members, staff must provide the agreed PEO position on issues, where Council has taken a position.

Staff must not communicate to members in a way that would influence a PEO policy consultation or participate in the PEO election process except as necessary to administer the process.

Chapters

Chapter leaders are encouraged to keep their chapter members and prospective members apprised of the activities in their chapters and PEO issues and activities generally, through chapter newsletters, email blasts, their websites and at meetings.

Chapter leaders may speak openly to their chapter members and prospective members about the practice of engineering, drawing on their own personal and professional experience.

Chapter leaders may not speak on behalf of the association, unless authorized by the CEO/Registrar, another official spokesperson, or communications staff. If authorized, they must provide the agreed PEO position on issues, where Council has taken a position. Where they disagree with a position or decision, they may *also* provide their own viewpoints, which they must identify as personal opinions and which must not be presented in a way in which they could be mistaken for PEO's positions.

Where chapter leaders receive inquiries from members and prospective members that they are not able to answer, they should forward the request for information to PEO's Manager, Chapters for follow-up.

Association members

Members other than official spokespeople may not communicate to other members or prospective members on behalf of the association, but are encouraged to offer their personal expertise, or direct inquiries to appropriate PEO spokespeople or the Manager, Communications.