



Professional Engineers Ontario

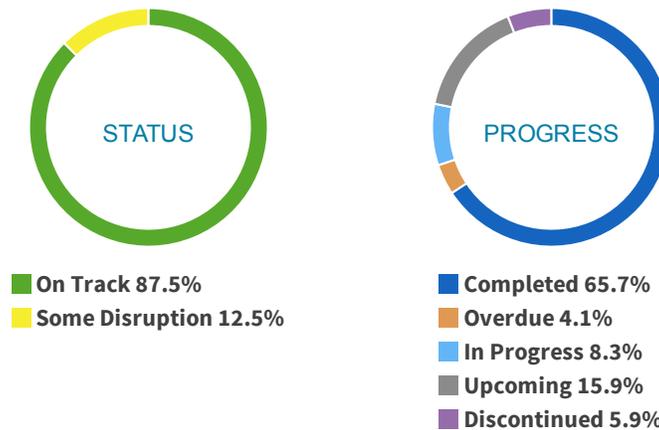
Executive Report

Strategic Plan Update #4

Strategic Plan Progress as at Jan 12, 2016

Created on: Jan 11, 2016

Strategic Plan Progress as at Jan 12, 2016



Strategic Plan Update #4

As of January 12, 2016 of the 98 Strategies identified in the Strategic Plan, 47 (15) have been completed, 48 (76) are in progress and 3 (7) have yet to commence.

In terms of Activities associated with specific Strategies, 65.7% (46.2%) of these have been completed, another 18.4% (24.2%) of the Activities are in progress, and 15.9% (29.3%) of the Activities have yet to commence.

The overwhelming majority of Activities in progress are deemed to be "On Track" at this point. There have been some delays noted with respect to the Data Collection Project related to the Industrial Exemption, due largely to delay with respect to Freedom of Information requests which are beyond our control.

(n.b. numbers in brackets represent the totals from the previous update report)

Strategic Objective 1



Reporting Managers: Michael Price

PRACTITIONERS - Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical



■ On Track 100.0%



■ Completed 91.1%
■ In Progress 2.2%
■ Upcoming 6.7%

Strategy 1.1



Reporting Managers: Johnny Zuccon and Bernard Ennis

Introduce two performance standards related to Tower Cranes and Supervising & Delegating. Establish these in regulations and promote their use



■ Completed 100.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

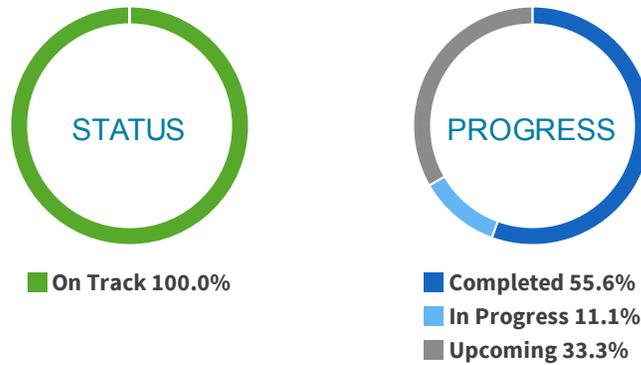
Strategy is complete. The standard has been approved and filed with the Attorney General Office subject to cabinet approval and filing in Regulation 260/08.

Strategy 1.2



Reporting Managers: Pauline Lebel and Michael Price

Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC



Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016

Select consultant: (100% Completed)

Leanne Worsfold from iComp Consulting selected as consultant for this project

Analysis of existing process: (100% Completed)

Consultant sent preliminary ERC manual, interview assessment forms, list of engineering disciplines. Consultant to be present at interviews in early September, either 9 or 11. Project meeting to be held at that time.

Consultant report on existing process: (100% Completed)

Leanne presented preliminary findings and recommendations to the ERC on October 23, 2015 and December 18, 2015

Consultant works with ERC to develop new process: (40% Completed)

Webinars held in October with volunteers from ERC and meeting on November 9, 10, 2015. Preliminary competencies developed along with indicators.

Project to be completed Q2 2016 with recommendations made to ERC

Strategic Objective 2



Reporting Managers: Johnny Zuccon

PRACTITIONERS - Public recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities



■ On Track 100.0%



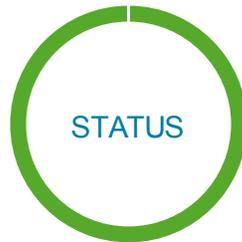
■ Completed 66.7%
■ In Progress 12.5%
■ Upcoming 20.8%

Strategy 2.2



Reporting Managers: Connie Mucklestone

Develop and implement communications plan around the LET/LL and C of A regulation changes to independent practice



■ On Track 100.0%



■ Completed 50.0%
■ In Progress 25.0%
■ Upcoming 25.0%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Implementation of the approved communications plan continues. Latest activities include: Limited licence references on various website pages have been updated. Licensed Engineering Technologist certificate developed and scheduled to go to Council for approval in February 2016. Limited licence certificate and stamp updated for new title. Updates to OACETT Council in September and November included statistics on uptake of LET. Cover article on impact of limited licence, CET and C of A regulation changes appearing in the January/February 2016 issue of Engineering Dimensions. President-elect article in North Bay Nugget Engineering Day supplement highlights the changes. Strategy expected to be completed by June 30, 2017.

Strategy 2.3



Reporting Managers: Connie Mucklestone

Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed



■ On Track 100.0%



■ Completed 50.0%

■ In Progress 12.5%

■ Upcoming 37.5%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Communications plan developed and budgeted for 2016. Plan implementation begun with President's Message in July/August issue of Engineering Dimensions reiterating work PEO has done to enable international engineering graduates to become licensed. PEO social media has been engaged to highlight the Financial Credit Program available to qualified international engineering graduates who apply within six months of landing in Ontario. Exploring inclusion of PEO literature targeting newcomers in delegate bags for Newcomers Canada Career and Settlement Fair April 30 in Toronto. Strategy is expected to be completed by July 2017.

Strategic Objective 3



Reporting Managers: Johnny Zuccon

PRACTITIONERS - Members regard PEO as their trusted advisor and advocate in matters of professional practice



■ On Track 100.0%



■ Completed 87.5%
■ In Progress 12.5%

Strategy 3.1



Reporting Managers: Johnny Zuccon and Jose Vera

Produce an educational program to inform members about the role of the PSC and the services that Practice Advisory can offer to practitioners, and promote their use



■ On Track 100.0%



■ Completed 75.0%
■ In Progress 25.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

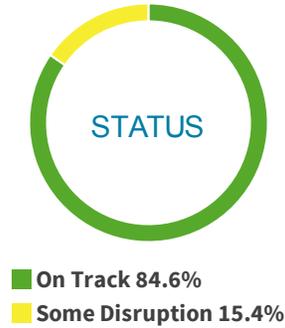
Webinar materials are ready. IT resource support required to implement. Will delay delivery to Q2 2016.

Strategic Objective 4



Reporting Managers: Johnny Zuccon

REGULATORY FRAMEWORK - Elliot Lake Commission of Inquiry recommendations are earnestly implemented



Strategy 4.1



Reporting Managers: Johnny Zuccon and Jose Vera

Develop a Performance Standard for structural inspections of existing buildings which will require the production of a Structural Adequacy Report. (Recommendations 1.4 and 1.6)



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

Pre-consultation comments have been received. Once document is updated, it will proceed to public consultation. Delayed until PSC reviews and addresses the comments received.

Strategy 4.2



Reporting Managers: Johnny Zuccon and Bernard Ennis

Develop a regulation for a structural engineering specialist title. (Recommendation 1.5)



■ Completed 100.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

Legislation Committee has reviewed all the feedback on this matter and concluded that it will recommend to PEO Council not to proceed with seeking an act amendment to create exclusive scopes of practice for specialist designations. BN anticipated to go to the February 2016 Council meeting.

Strategy 4.7



Reporting Managers: Zico Sarmento and Linda Latham

Make available specific disciplinary information on the PEO website in a format readily and easily searchable by the name of a practitioner. (Recommendation 1.26)



■ On Track 100.0%



■ In Progress 25.0%

■ Upcoming 75.0%

Last update by Zico Sarmento (Information Technology, Manager): Jan 11, 2016

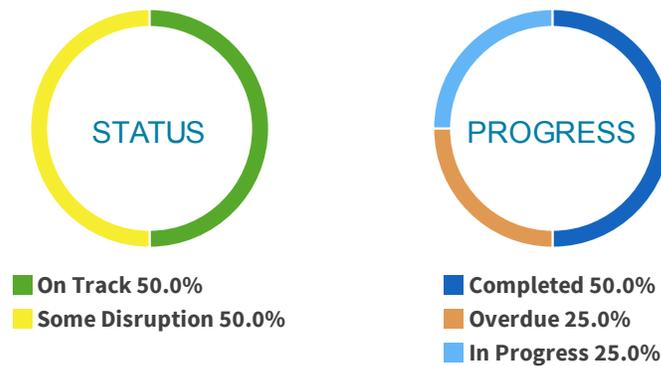
Currently gathering requirements for the enhancements to the directories and beginning the design of the solution

Strategy 4.8



Reporting Managers: Jose Vera, Johnny Zuccon, and Bernard Ennis

Define, in regulation or legislation, as may be required, the roles and responsibilities of a “Prime Consultant”. (Recommendation 1.27)



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

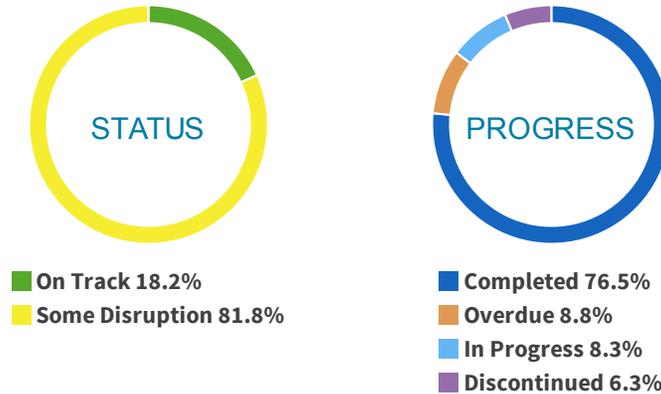
The Prime Consultant seed document was reviewed and discussed by PSC. Next steps include scheduling a meeting with both the OAA and MMAH. Delayed until Q2 2016.

Strategic Objective 5



Reporting Managers: Johnny Zuccon

REGULATORY FRAMEWORK - Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process



Strategy 5.1



Reporting Managers: Jordan Max and Johnny Zuccon

Develop and implement an evidence-based regulatory policy development program for staff and committees, including training, tools, and coaching



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

Strategy has been completed. Future work will be more operational in nature.

Strategy 5.2



Reporting Managers: Johnny Zuccon and Bernard Ennis

Reorient OCEPP operations to focus on workshops that will gather evidence for regulatory policy development purposes



■ On Track 100.0%



■ Completed 75.0%
■ In Progress 25.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

Strategy is complete. Council direction to discontinue the operations of OCEPP has been received and staff have undertaken all necessary steps to fulfill this.

Strategy 5.3



Reporting Managers: Johnny Zuccon

Establish proactive relationships with key ministry officials to help promote regulatory initiatives



■ Completed 66.7%
■ Discontinued 33.3%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

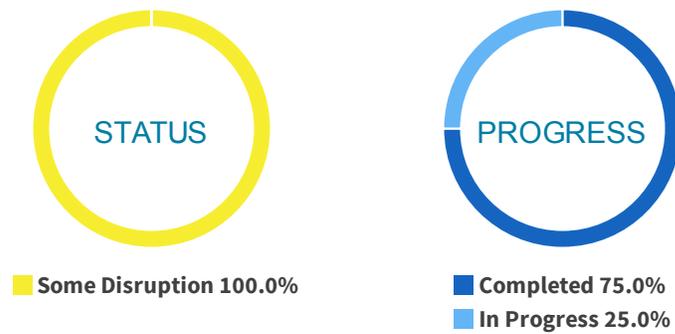
Strategy is complete. Based on feedback from ministry staff, best approach is to work on direct issues on a case by case basis. No need for developing a pamphlet. Meetings will be established on a need basis.

Strategy 5.5



Reporting Managers: Jordan Max and Johnny Zuccon

Develop a mechanism to identify regulatory gaps in the Professional Engineers Act and monitor political environment for opportunities to introduce amendments



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

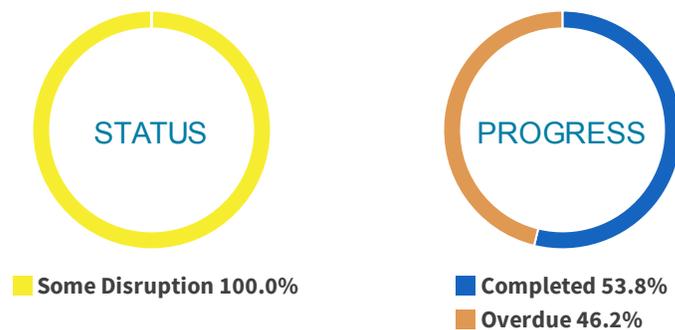
PEO Council approved the Act Change Protocol. Legislation Committee will endeavour to implement this protocol and establish the Act Changes Log.

Strategy 5.6



Reporting Managers: Linda Latham

Review strength of rationale for repealing the industrial exception



Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 08, 2016

Collection of relevant accident data continues, but delay has been encountered due to the limitations of the FOI process required to obtain MOL documents. The bulk of MOL documents was expected by end of December, 2015, however these documents have not yet arrived. The survey of voluntary compliance companies is delayed due to the departure of the Manager, Enforcement, as well as the volume of work associated with gathering court documents and submitting FOI requests.

The final project update is still anticipated to be in early 2016.

Strategic Objective 6



Reporting Managers: Michael Price

REGULATORY FRAMEWORK - Licensing is based on levels of competence



■ On Track 100.0%



■ Completed 78.4%
■ In Progress 9.8%
■ Upcoming 11.8%

Strategy 6.2



Reporting Managers: Pauline Lebel and Michael Price

Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation



■ On Track 100.0%



■ In Progress 33.3%
■ Upcoming 66.7%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (20% Completed)

Conference call held November 6, 2015 to review on line information for participants in pilot project.

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (35% Completed)

Licensing and Registration, will participate on the Steering Committee for the next phase of the project.

Review pilot results from other provinces and determine appropriate recommendation for Council's consideration by Q3 2016.

Strategy 6.5



Reporting Managers: Michael Price

Conduct a policy review of Canadian experience requirements, technical exam programs and national mobility



■ On Track 100.0%



■ Completed 83.3%
■ In Progress 16.7%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016

Implement Action Plan: (75% Completed)

Briefing Note presented to September 2015 Council Meeting and Motion approved by Council on Canadian experience requirements and technical exam programs.

IT provided statistical information on Mobility Transfers since 2010 for Licensing Committee

Briefing Note on Mobility Transfers to be submitted to March 2016 Council Meeting

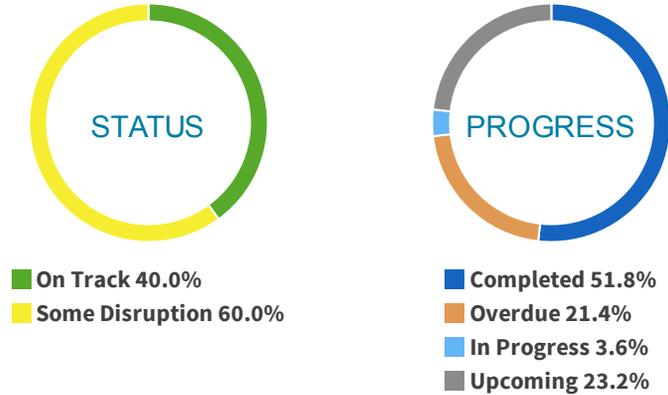
Implement Action Plan by end of Q1 2016

Strategic Objective 7



Reporting Managers: Linda Latham

REGULATORY FRAMEWORK - The complaints process is optimized, balancing transparency, fairness and timeliness



Strategy 7.1



Reporting Managers: Linda Latham

Establish targets for the timelines associated with the various types of files and activities that investigations require and report on target achievement



Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Targets have been established, however this strategy is ultimately dependent on Aptify Phase II, which is not a current priority.

Strategy 7.2



Reporting Managers: Linda Latham

Develop a system to monitor and report discrete complaint investigation steps against the established targets



Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Nov 12, 2015

While discrete complaint steps will be identified with targets, Aptify Phase II will be required for monitoring against targets.

Strategy 7.3



Reporting Managers: Ken Slack and Linda Latham

Develop revised publicly available Complaints Guide reflecting current complaint and investigation processes



Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

A final draft Complaint Guide has been prepared. Draft to be forwarded for Communications final review and posting by end Feb.

Strategy 7.4



Reporting Managers: Ken Slack and Linda Latham

Develop internal complaints procedures manual



■ On Track 100.0%



■ Completed 50.0%

■ In Progress 25.0%

■ Upcoming 25.0%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Procedure manual structure and table of contents have been developed and approved. Development of manual content is underway, on track for first draft in summer 2016.

Strategic Objective 8



Reporting Managers: Linda Latham

REGULATORY FRAMEWORK - The practice and title-provisions of the Professional Engineers Act are judiciously enforced and continuously improved



■ On Track 100.0%



■ Completed 58.5%
■ In Progress 12.1%
■ Upcoming 24.3%
■ Discontinued 5.0%

Strategy 8.1



Reporting Managers: Cliff Knox and Linda Latham

Categorize all enforcement inquiries by source of allegation and violation type



■ On Track 100.0%



■ Completed 69.2%
■ In Progress 7.7%
■ Upcoming 23.1%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

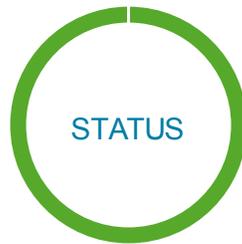
Categorize: (100% Completed) Building on the tracking currently in place, additional categories for tracking enforcement inquiries and files have been created, and a more robust tracking system has been developed. The system is more labour intensive. Aptify Phase II can help alleviate this additional workload, but in the meantime the tracking is being done using MS Excel. Review of 2015 data is in progress.

Strategy 8.2



Reporting Managers: Cliff Knox and Linda Latham

Develop key performance indicators (KPIs) of enforcement activity.



■ On Track 100.0%



■ Completed 50.0%
■ In Progress 33.3%
■ Upcoming 16.7%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

KPI's are being refined, and further internal comments are being solicited before finalization. Tracking to commence when Aptify is fully operational.

Strategy 8.3



Reporting Managers: Cliff Knox and Linda Latham

Develop new enforcement activity report



■ On Track 100.0%



■ Completed 63.6%
■ In Progress 18.2%
■ Upcoming 18.2%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Enforcement activity report was revised with new measurements and included in the 2014 PEO Annual Report. Additional feedback to be requested for incorporation into 2015 annual report.

Strategy 8.4



Reporting Managers: Cliff Knox and Linda Latham

Revise enforcement policy and procedures manual



■ On Track 100.0%



■ Completed 42.9%
■ In Progress 14.3%
■ Upcoming 42.9%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Gap analysis to evaluate current enforcement policies for gaps and relevancy has been completed. Draft policy document needs formal internal review and formatting.

Strategy 8.5



Reporting Managers: Cliff Knox and Linda Latham

Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action



■ On Track 100.0%



■ Completed 54.5%
■ In Progress 9.1%
■ Upcoming 36.4%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Structure for Decision Aid is mapped out. Concept being fleshed out with detail that defines public and operational risk.

Strategy 8.6



Reporting Managers: Cliff Knox and Linda Latham

Carry out root cause analysis of obstacles to enforcement prosecutorial success



■ On Track 100.0%



■ Completed 45.5%
■ In Progress 9.1%
■ Upcoming 45.5%

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016

Review of 2014 major files and obstacles is complete. Action planning to address obstacles is in development, on track for Q1 2016.

Strategy 8.7



Reporting Managers: Johnny Zuccon and Bernard Ennis

Communicate intent of 2014 changes to the Building Code Act to building officials and monitor compliance



■ Completed 75.0%
■ Discontinued 25.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

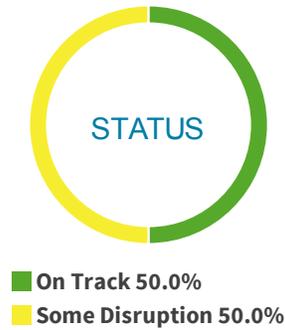
Strategy is completed.

Strategic Objective 9



Reporting Managers: Johnny Zuccon

REGULATORY FRAMEWORK - Tribunals employ accepted smart practices in all operations and are seen to be independent and fair

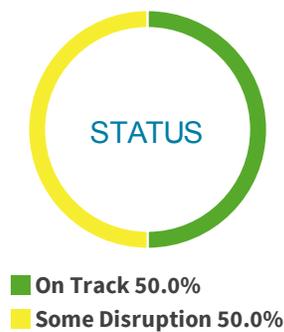


Strategy 9.1



Reporting Managers: Johnny Zuccon and Sal Guerriero

Establish and implement enhanced practices for all PEO Tribunals



Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Nov 11, 2015

Review implementation plan with Subcommittee of DIC and REC by November 19, 2015.

Strategic Objective 10



Reporting Managers: Johnny Zuccon

STAKEHOLDERS - Engage key regulatory ministries and industry in engineering public policy development



■ Discontinued 100.0%

Strategy 10.1



Reporting Managers: Johnny Zuccon and Bernard Ennis

Work with various PEO units and external stakeholders to further the aim, expressed in Council position, of introducing professional design coordination into the Ontario Building Code



■ Discontinued 100.0%

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Jan 11, 2016

This strategy is subsumed under strategy 4.8. The activities will no longer be required as completing strategy 4.8 achieves the same objectives.

Strategic Objective 11



Reporting Managers: Michael Price

STAKEHOLDERS - Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates



■ Completed 100.0%

No update has been submitted.

Strategic Objective 12



Reporting Managers: Michael Price

STAKEHOLDERS - Productive partnerships are developed with Engineers Canada and other constituent associations



■ Completed 100.0%

No update has been submitted.

Strategic Objective 13



Reporting Managers: Johnny Zuccon

STAKEHOLDERS - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



Strategy 13.1



Reporting Managers: Connie Mucklestone

Audit PEO communications activities to determine their current effectiveness and make recommendations for increasing their effectiveness in support of the organization's Vision and Mission



Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Audit report received on schedule and reviewed. Based partly on the audit result, Engineering Dimensions will revert to a print edition for all recipients, except those requesting the digital edition, starting January/February 2016. Revised editorial objectives for Engineering Dimensions went to Council on November 20, tabled to February 5, 2016. Audit findings, recommendations and progress presented to Council plenary on November 19. PEO PowerPoint presentation templates updated to better reflect Strategic Plan mission, as recommended in the audit. Engineering Dimensions redesign scheduled for year-end 2016. Strategy is expected to be fully implemented by December 2016.

Strategic Objective 14



Reporting Managers: Connie Mucklestone

OPERATIONS - Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated



■ On Track 100.0%



■ Completed 78.5%
■ In Progress 8.7%
■ Upcoming 12.7%

Strategy 14.1



Reporting Managers: Connie Mucklestone

Review website analytics and end-user functionality to determine next iteration of PEO web presence



■ On Track 100.0%



■ Completed 71.4%
■ In Progress 14.3%
■ Upcoming 14.3%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

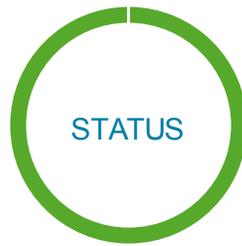
Analytics have been reviewed and log of current website functionality and issues created. Website survey fielded and almost 2600 responses received, which have been analyzed. Agreed with IT on change in platform to SharePoint. Money budgeted in IT 2016 capital budget for the new platform. Homepage banner navigation buttons implemented as an immediate improvement, based on survey responses. Website content is being revised and updated and functionality issues being addressed with current website vendor. Development of RFP for new website scheduled for spring 2016. New website expected to be implemented in third quarter 2016.

Strategy 14.2



Reporting Managers: Connie Mucklestone

Develop web-based version of Engineering Dimensions to enhance accessibility of information for members



■ On Track 100.0%



■ Completed 55.6%
■ In Progress 22.2%
■ Upcoming 22.2%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Word Press site template selected. Preliminary site design created. Webmaster will create test site and upload an issue to test site. Beta testers recruited. Site scheduled to be launched with May/June 2016 issue. Strategy expected to be fully executed by December 2016.

Strategy 14.3



Reporting Managers: Connie Mucklestone

Develop and cement social media as a PEO communications tool



■ Completed 80.0%
■ Upcoming 20.0%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Social media policy approved. Staff and chapter users have been provided best practices guides. PEO Twitter, LinkedIn, Facebook and YouTube accounts established and being regularly used to augment and support communications in other media. Seventeen chapters are now using social media regularly in their communications. Other chapters will be encouraged to develop social media presence. Strategy expected to be fully implemented by September 2016.

Strategic Objective 15



Reporting Managers: Michael Price

OPERATIONS - Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance



■ On Track 100.0%



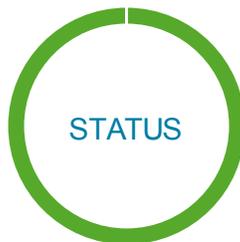
■ Completed 67.8%
■ In Progress 14.4%
■ Upcoming 17.8%

Strategy 15.1



Reporting Managers: Fern Goncalves and Scott Clark

Align individual staff objectives to priorities and goals and provide coaching, support, training and empowerment to increase competencies and improve service delivery



■ On Track 100.0%



■ Completed 33.3%
■ In Progress 33.3%
■ Upcoming 33.3%

Last update by Fern Goncalves (Director, People Development): Jan 07, 2016

Strategy Update: Developing training strategies.

Next Steps: Prepare report for SMT.

Project expected to be completed by: June 2016

Strategy 15.2



Reporting Managers: Maria Cellucci

Explore utility of a new Chart of Accounts and Staff Contribution System to facilitate accurate and informative financial tracking



■ Completed 100.0%

Last update by Gerard McDonald (Registrar): Jan 11, 2016

■ Completed

Strategy 15.4



Reporting Managers: Moody Farag and Michael Price

Review applicant assessment communications to ensure clarity



■ On Track 100.0%



■ Completed 33.3%
■ In Progress 33.3%
■ Upcoming 33.3%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 06, 2016

Clarify the letters and make them easy to read.: (100% Completed)

Letters reviewed by Licensing staff

Letters need to be reviewed by Deputy Registrar : (50% Completed)

Letters under review

Standard letters need to be clear and easy to understand. : (50% Completed)

All revised letters have been reviewed by Licensing and Crystal Versions provided by IT

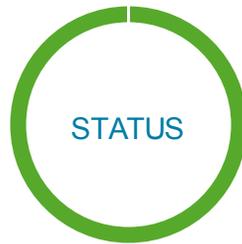
Letters to be reviewed, modified and approved by Q1 2016

Strategy 15.5



Reporting Managers: Pauline Lebel and Michael Price

Conduct a survey as a follow-up to applicants that have been interviewed by the ERC



■ On Track 100.0%



■ Completed 40.0%
■ In Progress 20.0%
■ Upcoming 40.0%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016

Development of survey format and questions: (100% Completed)

Survey completed and posted. All applicants invited for staff referral and CEP interviews since September were sent the link.

Launch survey to all current applicants after interview has been completed: (70% Completed)

Survey sent to all applicants who attended a staff referral or CEP interview since September 2015

Recommendations based on survey result to be presented to ERC in Q2 2016

Strategic Objective 16



Reporting Managers: Scott Clark

OPERATIONS - Cost management and service delivery are improved by actively managing service provider performance



■ Completed 81.8%

■ Upcoming 18.2%

Strategy 16.1



Reporting Managers: Zico Sarmiento, Scott Clark, Matthew Ng, Jeannette Chau, and Ralph Martin

Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers



■ Completed 81.8%

■ Upcoming 18.2%

Last update by Zico Sarmiento (Information Technology, Manager): Jan 11, 2016

Strategy update: for activities 16.1.3 and 16.1.4, projects to be initiated in 2016, all other activities in 16.1 have been completed. We have migrated to CentriLogic, reducing vendors by 4 for these services.

Monthly Account reviews have been setup with key vendors

Strategic Objective 17



Reporting Managers: Scott Clark

OPERATIONS - PEO Headquarters occupancy rates and building efficiency are optimized



■ On Track 100.0%



■ Completed 72.3%

■ In Progress 27.7%

Strategy 17.3



Reporting Managers: John Cookson and Scott Clark

Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making



■ On Track 100.0%



■ In Progress 100.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Archiving of building documents ongoing.

Next steps: documents will be archived and tagged to be searchable

Project is expected to be completed by Q4 2016

Strategy 17.4



Reporting Managers: John Cookson and Scott Clark

Update the long-term capital plan for 40 Sheppard to ensure appropriate stewardship of PEO's building asset and improve financial



■ On Track 100.0%



■ Completed 80.0%
■ In Progress 20.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Manager, Building Operations met with BGIS Facility Manager January 5, 2016 to review Budget and prepare schedule

Next Steps: BGIS Facility Manager to prepare first draft of revisions to capital plan

Project expected to be completed by March 31, 2016.

Strategic Objective 18



Reporting Managers: Scott Clark

OPERATIONS - Risk is mitigated by assessing vulnerabilities and addressing service gaps



■ On Track 100.0%



■ Completed 47.1%
■ In Progress 5.1%
■ Upcoming 47.8%

Strategy 18.2



Reporting Managers: Zico Sarmento and Scott Clark

Re-launch Sharepoint based upon accepted smart practices



■ Upcoming 100.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

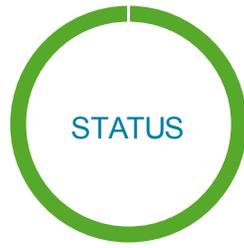
Project initiation moved to 2016 to allow resources to focus on project Aptify.

Strategy 18.4



Reporting Managers: Zico Sarmento

Update systems – PCs; website performance; Optical Imaging Technology



■ On Track 100.0%



■ Completed 66.7%
■ In Progress 33.3%

Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015

- The update of the Optical Imaging Technology (OIT) software is progressing towards completion by September 30, 2015
- The project to update Microsoft Office is planned to be initiated after the OIT project is completed

Strategy 18.5



Reporting Managers: Moody Farag and Michael Price

Implement new Online Licensing system



■ Upcoming 100.0%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Nov 02, 2015

- To be implemented in conjunction with Aptify Phase 2. Expected to be completed Q4 2016

Strategy 18.6



Reporting Managers: Zico Sarmento

Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction



■ Completed 50.0%
 ■ Upcoming 50.0%

Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015

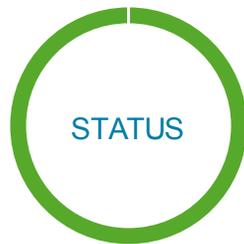
- to be initiated in 2016 to allow resources to focus on project Aptify

Strategy 18.7



Reporting Managers: Zico Sarmento and Scott Clark

Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations



■ On Track 100.0%



■ Completed 40.0%
 ■ In Progress 20.0%
 ■ Upcoming 40.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Status Update: IT disaster recovery achieved as a result of switching to the new hosting provider. Development of enterprise wide disaster recovery / business continuity plan initiated.

Next Steps: an enterprise wide disaster recovery / business continuity plan will be developed

Project is expected to be completed by March 2017

Strategy 18.9



Reporting Managers: Gerard McDonald and Zico Sarmento

Impliment APTIFY Phase 1



Last update by Gerard McDonald (Registrar): Nov 25, 2015

SME Readiness for User Acceptance Testing: (100% Completed)

This was completed on October 28, 2015

IT (and Aptify) Readiness for UAT: (95% Completed)

Smoke testing is in progress

Strategy 18.10



Reporting Managers: Zico Sarmento and Scott Clark

Aptify - Phase 2



Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Possible projects identified and prioritized by SMT and budget approved by Council.

Next Steps: Project requirements will be determined, solutions developed, user acceptance testing conducted and solutions implemented.

Project expected to be completed by Q4 2017.

Strategic Objective 19



Reporting Managers: Scott Clark

STAFF, VOLUNTEERS & COUNCIL - PEO has a sustainable organization-wide continuous-improvement culture



■ On Track 100.0%



■ Completed 75.6%
■ In Progress 7.1%
■ Upcoming 17.3%

Strategy 19.1



Reporting Managers: Zico Sarmento

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs



■ On Track 100.0%



■ Completed 20.0%
■ In Progress 20.0%
■ Upcoming 60.0%

Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015

- engaged vendor (Info-Tech) to provide assessment of PM practices and to provide constructive feedback
- project planned for initiation in October, 2015

Strategy 19.2



Reporting Managers: Jeannette Chau and Scott Clark

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP



■ On Track 100.0%



■ Completed 60.0%
■ In Progress 20.0%
■ Upcoming 20.0%

Last update by Jeannette Chau (Manager, Student & Government Liaison): Jan 04, 2016

Produce training module: (100% Completed)

GLP Module prepared and reviewed.

Develop Communication strategy: (5% Completed)

Development of communication strategy initiated

Strategy 19.7



Reporting Managers: Fern Goncalves and Scott Clark

Develop Volunteer Manual to improve volunteer understanding of PEO policies and enhance access to current information



■ On Track 100.0%



■ Completed 25.0%
■ In Progress 25.0%
■ Upcoming 50.0%

Last update by Fern Goncalves (Director, People Development): Jan 07, 2016

Strategy Update: Developing PDF volunteer manual. Incorporating suggestions from Advisory Committee on Volunteers and staff.

Next Steps: Draft volunteer manual to be reviewed by SMT in January.

Project expected to be completed by: April 2016

Strategy 19.9



Reporting Managers: Fern Goncalves and Scott Clark

Conduct a member survey to assess relevance of PEO to their needs



■ Completed 75.0%

■ Upcoming 25.0%

Last update by Fern Goncalves (Director, People Development): Jan 07, 2016

Strategy Update: Member Survey distributed to all P.Eng. members on January 5, 2016. Deadline date February 5, 2016.

Next Steps: Compile results in February and present report to Council in March 2016.

Project expected to be completed by: March 2016

Strategic Objective 20



Reporting Managers: Scott Clark

STAFF, VOLUNTEERS & COUNCIL - PEO's governance approach is robust, transparent and trusted



■ On Track 100.0%



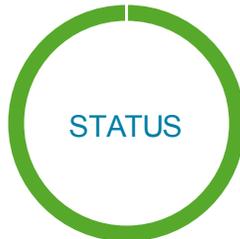
■ Completed 81.6%
■ In Progress 7.2%
■ Upcoming 11.2%

Strategy 20.1



Reporting Managers: Connie Mucklestone

Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies



■ On Track 100.0%



■ Completed 33.3%
■ In Progress 33.3%
■ Upcoming 33.3%

Last update by Connie Mucklestone (Director, Communications): Jan 08, 2016

Article list confirmed and scheduled. Articles published in July/August, September/October, November/December and January/February issues of Engineering Dimensions. Article in hand for March/April 2016 issue. Strategy is expected to be completed by December 2017.

Strategy 20.5



Reporting Managers: Ralph Martin and Scott Clark

Develop and implement an electronic queuing and voting application for Council meetings to enhance the effectiveness of the Council Chair and improve meeting efficiency



■ On Track 100.0%



■ Completed 50.0%
■ In Progress 12.5%
■ Upcoming 37.5%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Draft RFP under review.

Next Steps: RFP will be conducted.

Strategic Objective 21



Reporting Managers: Scott Clark

STAFF, VOLUNTEERS & COUNCIL - Chapters are engaged in the regulatory mandate of PEO



■ Completed 66.7%

■ Upcoming 33.3%

Strategy 21.1



Reporting Managers: Scott Clark

Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides



■ Upcoming 100.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Licensure Assistance Program (LAP) orientation training module project initiated.

Next steps: Training requirements being determined.

Project is expected to be completed by July 1st, 2017.

Strategic Objective 22



Reporting Managers: Michael Price

STAFF, VOLUNTEERS & COUNCIL - Equity and diversity values and principles are integrated into the general policy and business operations



■ Completed 50.0%

■ Upcoming 50.0%

Strategy 22.1



Reporting Managers: Moody Farag, Pauline Lebel, and Michael Price

Online equity and diversity training module is available to all ARC and ERC members. Introduce mandatory equity and diversity and AODA training for all ARC and ERC members



■ Completed 50.0%

■ Upcoming 50.0%

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016

Determine if mandatory training required: (100% Completed)

Update from HR - 3 ARC members and 28 ERC members have completed the training module (as of November 5). All new ERC members are required to complete the training module before being affirmed as members.

Prepare Briefing Note (if required) for council to make training mandatory: (100% Completed)

Training Module was introduced to the Committee and they were encouraged to take the training

ARC and ERC members to complete the module by Q2 2016

Strategic Objective 23



Reporting Managers: Scott Clark

STAFF, VOLUNTEERS & COUNCIL - Organizational renewal is ensured through succession plans and talent management strategies



■ On Track 100.0%



■ Completed 16.7%
■ In Progress 25.0%
■ Upcoming 58.3%

Strategy 23.1



Reporting Managers: Fern Goncalves and Scott Clark

Conduct analysis of volunteer database to identify committee HR plan gaps and turn-over rate.



■ On Track 100.0%



■ In Progress 25.0%
■ Upcoming 75.0%

Last update by Fern Goncalves (Director, People Development): Jan 07, 2016

Strategy Update: Conducting gap analysis of committee HR Plans and turnover rate.

Next Steps: Report findings to ACV and SMT.

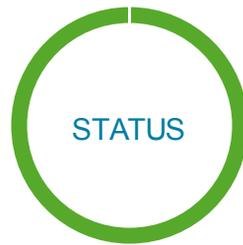
Project expected to be completed by: December 2016

Strategy 23.2



Reporting Managers: Fern Goncalves and Scott Clark

Develop succession plans and talent management strategies to enhance operational effectiveness



■ On Track 100.0%



■ Completed 25.0%
■ In Progress 25.0%
■ Upcoming 50.0%

Last update by Fern Goncalves (Director, People Development): Jan 07, 2016

Strategy Update: Conducting gap analysis of staff skill set versus competency requirements.

Next Steps: Report findings to SMT.

Project expected to be completed by: December 2016

Strategic Objective 24



Reporting Managers: Scott Clark

STAFF, VOLUNTEERS & COUNCIL - PEO is recognized as an employer of choice



■ On Track 100.0%



■ Completed 60.7%
■ In Progress 25.0%
■ Upcoming 14.3%

Strategy 24.1



Reporting Managers: Fern Goncalves and Scott Clark

Conduct an employee job satisfaction survey to assess and improve employee engagement and morale



■ On Track 100.0%



■ Completed 75.0%
■ In Progress 25.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Job satisfaction survey being reviewed to develop recommendations for improvements.

Next Steps: Report findings to SMT.

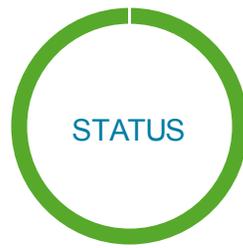
Project expected to be completed by: January 2016

Strategy 24.2



Reporting Managers: Fern Goncalves and Scott Clark

Develop an employer-of-choice strategy to increase employee engagement; enhance preservation of the knowledge base; promote employee satisfaction; and improve organizational performance



■ On Track 100.0%



■ Completed 50.0%
■ In Progress 25.0%
■ Upcoming 25.0%

Last update by Scott Clark (Chief Administrative Officer): Jan 07, 2016

Strategy Update: Research complete and employer of choice strategy being developed.

Next Steps: Report findings to SMT.

Project expected to be completed by: September 2016

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