



PEO Strategic Planning

The information that follows are the findings of an environmental scan which were presented to Council at its May 4, 2022 meeting.

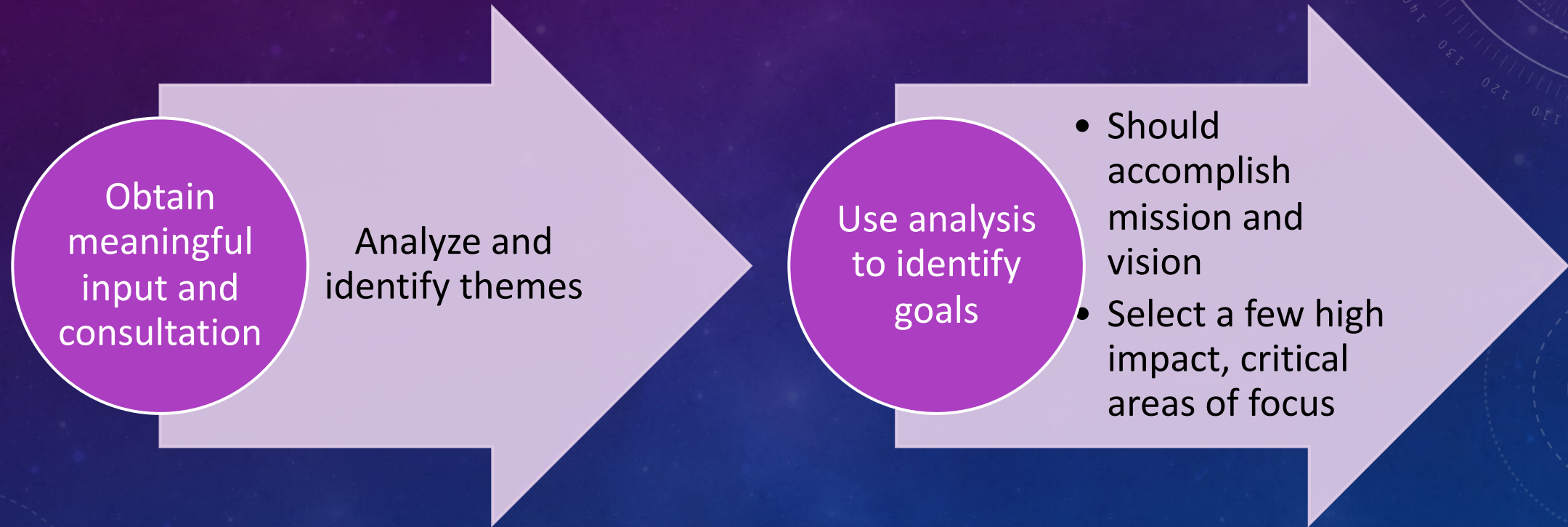
It comprises part of the preparation and pre-reading for a May 12-13 workshop at which Council will continue to develop PEO's 2023-2025 Strategic Plan.

The background is a gradient of purple and blue. It features several concentric circles and arcs, some of which are marked with numbers. The numbers are arranged in a circular pattern, starting from 140 at the top and increasing in increments of 10 up to 260. There are also some smaller circles and arcs scattered throughout the background.

PEO STRATEGIC PLANNING

EVIDENCE-BASED PLANNING

STRATEGIC PLANNING



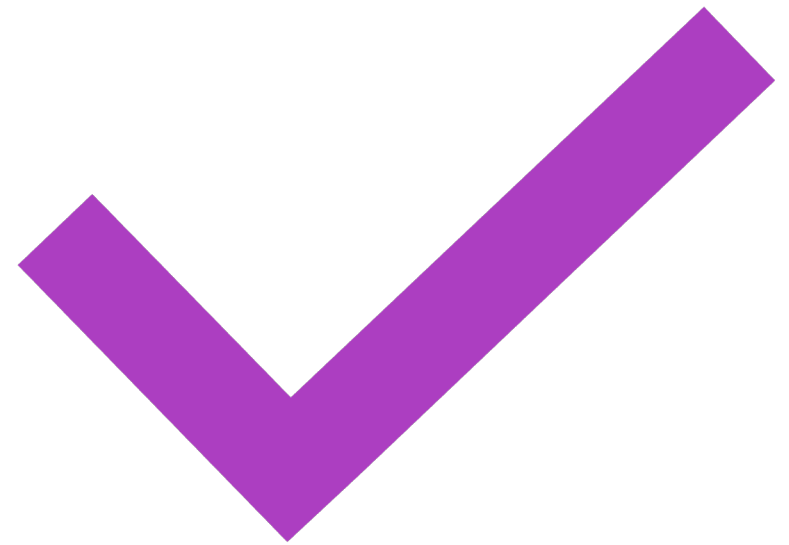


INFORMATION SOURCES

- License holders' survey
 - All members invited to participate
- Key stakeholder interviews
 - Anonymous
 - Government, associations, other regulators
- Public focus group
- Internal inventory

WHAT IS NOT INCLUDED TODAY

A REVIEW OF THE TREMENDOUS AMOUNT
THAT HAS BEEN ACCOMPLISHED IN THE PAST
FEW YEARS



HOW TO USE THE INPUT

1. Council has a legal duty to do best by PEO.
2. Council needs information/evidence/data upon which to base its decisions.
3. The information is evidence of PEO's current capacity, its performance gaps and its opportunities.
4. Councillors will use this information to identify themes and, based on the themes, goals for the strategic plan.

- Not all of those consulted will have access to facts: some are offering perceptions
- There is a persuasive chorus of opinion
- Many opinions echo areas identified for improvement by external reviewers over the past three years

WHAT WEIGHT
SHOULD YOU
GIVE THIS
INFORMATION?

LICENSE-HOLDERS' SURVEY - 1

- 1459 responses
- Half of those who replied have the **misunderstanding** that PEO exists to advocate on behalf of the profession
- the majority felt that PEO was acting in keeping with its legislated role **BUT since they are incorrect about PEO's role**, we have filtered the responses in some of the answers to ensure relevance

capacity | gaps | opportunity

LICENSE-HOLDERS' SURVEY - 2

Those who understand PEO's mandate prioritized the level of importance that PEO should give to action plan items as follows

- Modernizing licensing
- Discipline updating
- Meeting government requirements
- Council operations
- Operational excellence
- Standards and professional development
- Chapters' role

capacity | gaps | opportunity

PEO Performance score

Those who understand PEO's mandate rated PEO's performance somewhat lower than those who did not.

LICENSE-HOLDERS' SURVEY - 3

In order of best to worst performance

- Serving and protecting the public (56%)
- Standards of professional ethics
- Communications with license holders
- Registration and licensing practices
- Preventing illegal practice
- Setting and enforcing standards
- Addressing complaints and discipline
- Supporting EDI
- Council selection and/or decision-making
- Communicating with the public (16%)

capacity | gaps | opportunity

LICENSE-HOLDERS' SURVEY - 4

All respondents prioritized the following as the top worries for PEO -

- Illegal practice
- Confusion between the role of OSPE and PEO
- Lack of understanding and awareness of PEO's role by the public
- Government losing trust in PEO's ability to regulate the profession
- Failure to ensure quality of practicing engineers
- Failure by practising engineers to practise according to high professional ethical standards
- Lack of understanding and use of PEO practice standards, by engineers

LICENSE-HOLDERS' SURVEY - 5

All respondents identified the following as the top three challenges lying ahead for PEO

- Emerging areas of practice
- Technological innovation leading to unclear boundaries in regulatory authority
- Graduates not seeking licensure and/or professional engineer supply challenges

capacity | gaps | opportunity

KEY STAKEHOLDER FEEDBACK

- Strong well-meaning staff
- Keep building on EDI Code
- FARPACTA changes can be understood to have been imposed because government does not trust PEO to regulate well
 - BC and upcoming AB changes are the next step
- PEO demonstrates a bias towards the interests of the profession over the public
- PEO should stop doing non-regulatory activity and focus on its mandate
- PEO is not meeting expectations in licensing, codes of practice and standards development, and their promulgation
- Problems with complaints and discipline delays/interference by volunteers/lack of investigators

capacity | gaps | opportunity

KEY STAKEHOLDER FEEDBACK - 2

- Governance is at the heart of PEO's problems
- Chapters serve no regulatory purpose
- Too many committees and task forces with a deeply entrenched culture resistant to change
- Overreliance on volunteers
- Delay in/lack of mandatory CPD exemplifies failure to protect the public and that PEO is falling behind all other regulators
- PEO has created barriers that drive new grads away from licensure
- "Fraught relationship" with OSPE and other stakeholders
- Climate change? Role of regulator? Might offer practice guidelines

capacity | gaps | opportunity

KEY STAKEHOLDER FEEDBACK - 3

- Strategic planning should focus on risk mitigation
 - Should be data/evidence-based
- Attention to new and emerging areas should not result in replication of same approach to licensure
 - Won't work
 - Won't be acceptable to government
 - Definition in the *Act* is problematic

PUBLIC FOCUS GROUP FEEDBACK - 1

Too many committees/too much volunteer involvement

Public expects the registration system to be very high quality | Much opportunity to improve

Mandatory CPD imperative

All PEO activities should reflect the public protection purpose

Diversity, including age, gender and occupation is critical – board, committees and staff should reflect people of Ontario

Council too large: P.Eng should not be eligible for appointed positions

Regional representation not valuable, election of “the usual suspects” is dangerous

Website not user-friendly and demonstrates bias towards the profession | glaringly clear that PEO acts as an advocacy body

capacity | gaps | opportunity

PUBLIC FOCUS GROUP FEEDBACK - 2

Governance first – small size, public appointees who are not engineers and make up half of board, consider eliminating elections

FIX the existing problems in registration and CPD

Do not expand registration eligibility until all other problems resolved

Internal inventory - 1

Operational element	condition/ criticality	risk level (needs action)
Physical Plant	4	
Book-keeping/Finance	5	
Operational risk-management policies	4	
License-holder records	5	
All other files	5	
Information technology capacity and operations	5	
Governance matters (policies, activities, etc.)	5	
Registration program	5	

Condition: **good**, **adequate**, **worrying** | Risk level: **low**, **medium**, **high**
Criticality: 1 (not critical to maintaining operations); 3 (important); 5 (critical)

Internal inventory - 2

Operational element	condition/ criticality	risk level (needs action)
Complaints and Discipline	5*	
CPD	4	
Standards and Practice Guidelines	5	
Communications and stakeholder relations	5	
Human resources	5	
System partner	3	
Measurement and reporting	4	

Condition: **good**, **adequate**, **worrying** | Risk level: **low**, **medium**, **high**
Criticality: 1 (not critical to maintaining operations); 3 (important); 5 (critical)

CAPACITY, GAPS & OPPORTUNITIES

The background is a deep blue field filled with small, white, star-like specks. Overlaid on this are several faint, white, circular and semi-circular lines. Some of these lines have arrows indicating a clockwise direction. In the upper right corner, there is a larger, more complex circular graphic that resembles a dial or a gauge, with numerical markings ranging from 0 to 210. The overall aesthetic is technical and futuristic.

THEMES

Capacity

- ☆ Staff resources highly restricted: current workloads managed in most areas, but high burn-out risk, limited redundancies, and no resources available for innovation
- ☆ Information technology/records management systems capacity and operations limited, affecting workload, processes, data security, data collection and reporting and innovation
- Physical plant meets current and projected future needs

Green = in current strategic plan

Yellow = raised by many stakeholders

Gaps

- ☆ Mandatory continuing professional development with ability to audit self-reports
- ☆ License-holders do not understand PEO mandate
- ☆ FARPACTA compliance | licensing fairness and efficiency
 - Secure online registration
 - Public awareness of PEO's role/public-appropriate website content
 - Internal organizational risk management policies outdated
 - Data/evidence-based reporting for enterprise risk management, board oversight and policy development
 - Confidence in privacy and stability of records
 - Complaints and discipline performance
 - Modernized IT systems, data security and digitization
- ☆ Implement EDI principles
- ☆ Modernize chapters: reduce non-regulatory activities
- ☆ Clarify relationships with external stakeholders (especially OSPE)
- ☆ Identify and discontinue non-regulatory activities
 - Continue governance reform (size, composition, election reform)
 - Review Council compensation
 - Modernize/streamline committee processes to improve efficiency
 - Enforce illegal practice prohibition
 - Prepare to deal with emerging disciplines (be creative)
 - Encourage new grads to seek licensure (as justified by risk analysis)
 - Introduce practice audits
 - Strengthen public protection
 - Review legislation to ensure it serves its original purpose

Opportunities



NEXT STEPS

Review this slide deck and accompanying background package

Consider the themes and what they suggest to you about PEO's areas of focus

Workshop May 12 and 13