Professional Engineers Ontario

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AGENDA

Plenary Session: Friday, January 27, 2023
10:00 a.m. – 3:00 p.m. (EST)
Lunch: 12:30 – 1:30 pm
In Person Option: PEO Offices, 40 Sheppard Avenue West, 8th Floor Council Chambers, Toronto
Virtual Option: Zoom details are provided via Outlook calendar invitation and Diligent Boards

1. **OPENING**		**Spokesperson**	**Type**
1.1	Welcome and Opening Remarks	President Colucci	
2. **PLENARY ITEMS**		**Spokesperson**	**Type**
2.1	GOVERNANCE ROADMAP – PHASE 4 UPDATE: RISK ASSESSMENT PROCESS 　　a) Order of Honour Review 　　b) Non-Chapter Activities in "Neither" Category 　　c) Chapter Activities in "Neither" Category	Councillor Arenja	Discussion
COFFEE BREAK: 11:00 – 11:30			
2.2	PEAK/Mandatory CPD Update	A. Heerah	Discussion
2.3	FARPACTA Compliance Project	S. Rose	Discussion
3. **NEXT MEETINGS**			
Council Meetings February 24, 2023 March 31, 2023			
Governance Committee Meetings			

AFC March 16, 2023 April 20, 2023	**GNC** February 6, 2023 March 13, 2023 April 10, 2023	**HRCC** February 2, 2023 March 16, 2023 April 20, 2023	**RPLC** February 10, 2023 March 10, 2023 April 14, 2023

PLENARY CONCLUDES AT 3:00 PM

Reading Materials 　o 2.1(a): Order of Honour Review 　o 2.1(b): Non-Chapter Activities in "Neither" Category 　o 2.1(c): Chapter Activities in "Neither" Category

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Briefing Note:

GOVERNANCE ROADMAP – PHASE 4: ORDER OF HONOUR REVIEW

Purpose: To approve the reviewed nomination and selection criteria for the Order of Honour, as proposed by the Awards Committee (AWC).

Motions to consider (will be brought to the February Council)

That, effective immediately, Council hereby approves the reviewed nomination and selection criteria for the Order of Honour, as proposed by AWC and as presented, Appendix A.

That, effective immediately, Council hereby approves the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

Prepared by: Rob Dmochewicz, MPR, Recognition Coordinator

1. Need for PEO Action

(a) General

The Order of Honour (OOH) is an honorary society of Professional Engineers Ontario (PEO), established in 1963. It honours those professional engineers and others who have rendered conspicuous and outstanding service to the engineering profession in Ontario. Last revision of the OOH criteria was performed in 2002. The OOH program was included in the Activity Filter as a neither regulatory nor governance activity. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders. The OOH work group, comprised of members of the Awards Committee (AWC) and supported by Rob Dmochewicz (AWC staff advisor), has reviewed the OOH program.

In October 2022, the Governance and Nominating Committee (GNC) directed staff to:

- *Operationalize the Order of Honour, with the revised criteria for nomination and selection, as part of PEO Volunteer Service Recognition Program, with some volunteer involvement in the selection process.*
- *Change the AWC name to the Order of Honour Selection Committee (OSC).*

(b) Specific recommendations

The OOH work group has reviewed the OOH program to be more transparent and streamlined, to eliminate subjectivity, and to reflect public protection values of PEO as the regulator. The AWC approved the changes to nomination and selection criteria for the OOH program at their meeting on September 23, 2022. Moreover, the AWC has successfully tested the proposed criteria using the most recent pool of the OOH nominations, in November 2022. It was a hybrid evaluation process as the 2023 OOH recipients have been selected using the current criteria. The following changes, detailed in the Appendix A, are recommended for approval:

- Description of the OOH program tied around PEO's regulatory mandate.
- Quantifying contributions to the engineering profession into a point system and recognizing contributions to Equity, Diversity, and Inclusion (EDI) initiatives related to the profession.
- Decreasing years of service required for each classification (Member, Officer, Companion), from 10-20-30 to 10-15-20.
- Decreasing the number of nominators from five P.Engs. to three.
- Removing award-related descriptors and using a term of volunteer recognition.

2. **Proposed Action / Recommendation**
   - That GNC recommends that Council be asked to approve the reviewed nomination and selection criteria for the OOH program, as proposed by AWC.
   - That GNC recommends that Council be asked to approve the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

3. **Process Followed**

Process Followed	- Risk assessment and consultations with AWC. - Revision of the OOH nomination and selection criteria performed by the OOH work group and approved by AWC. - Successful testing of the proposed new criteria by AWC, using the pool of recent OOH nominations.
Council Identified Review	The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council.

4. **Appendices**
   Appendix A: Revised Order of Honour Guidelines for Nomination and Selection (Draft)

APPENDIX A

Professional Engineers
Ontario

Order of Honour

Guidelines for Nomination and Selection (Draft)

For review by PEO Council

January 2023

ORDER OF HONOUR NOMINATION AND UPGRADE CRITERIA

Definitions

In these definitions,

1. "Order" means the Order of Honour.

2. "PEO" means Professional Engineers Ontario.

3. "Council" means PEO Council.

4. "Committee" means the Professional Engineers Awards Committee (AWC) or its successor, as determined and appointed by Council.

Order of Honour

The Order is an honorary society of PEO. It honours PEO volunteers who have rendered conspicuous and outstanding service, over and above that recognized through the PEO Volunteer Service Recognition Program, to support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest. As we look ahead to the next century, candidates for the Order should have made a substantial contribution to help PEO remain committed to the legislative duty and continue to adapt to the public's increasingly high expectations of regulators. To maintain the trust of Ontarians, this is done by setting and upholding accountable, fair, equitable, inclusive, and transparent regulatory processes; and high academic, experience, and professional practice standards for the engineering profession.

PEO chose the name Order of Honour to recognize the extraordinary service rendered to the engineering profession itself, as a symbol that the profession accepts this responsibility with pride.

Inclusion

1. Inclusion in the Order may be granted by Council to PEO members who have served the profession diligently for many years and have made a substantial contribution to the regulation of the profession or improvement in its status. Such service will usually be rendered through participation in PEO affairs, but service rendered by non-members of PEO may also be recognized. Examples include service on PEO Council, committees and their subcommittees, task forces, chapters, as well as representing PEO on external boards and advisory groups.

2. All members of PEO in good standing, except for members serving on PEO Council and the Awards Committee (AWC), are eligible for inclusion in the Order. Council members who have left their positions on Council and AWC members and staff members who have retired or resigned from PEO's employment, should not be considered for inclusion until at least six months have elapsed from the date of their departure.

3. Nominations and upgrades to the Order should be made on the prescribed nomination and upgrade forms. To the degree that candidates for inclusion in the Order meet or exceed the qualifications, inclusion may be awarded in one of the following classifications: **Member, Officer** or **Companion**.

4. The nominee must not be aware of the nomination and self-nomination is not allowed.

5. Nominations should provide sufficient information to enable the committee to make its recommendation as to the classification. Individual statements from nominators and referees on the reasons the candidate should be considered for inclusion or upgrade in the Order must accompany the nomination.

6. Nominations may be made by three P.Eng. licence holders of PEO, in good standing. Three letters of support are required from the nominators. As an option, up to two additional letters may be included from referees who may or may not be professional engineers.

7. Upgrade nominations may be made by one P.Eng. licence holder of PEO, in good standing. Three letters of support, from the nominator and two other professional engineers, should highlight the substantive contributions and impact made by the nominee following the original induction into the Order.

8. Induction into the Order is a competitive process. A maximum of 13 honorees are inducted annually. Therefore, nomination packages need to highlight the significance and impact of the nominee's contributions to the engineering profession.

9. Nomination packages can be submitted by e-mail and should not exceed 15 pages, excluding the nomination form. Any pages beyond 15 will not be considered in the selection process. If you submit a hard copy, it must be unbound (no staples), single sided, and in a letter size format (8.5" x 11").

10. Nominations may be submitted at any time during the year. Order presentations are made annually. The deadline for receipt of nominations is **4:00 p.m. EST** on the **second Friday in October**. Nominations submitted after the deadline will not be considered for that year's Order program but may be resubmitted before the deadline for the following year's program. To increase your chances of success, you are encouraged to update the package.

11. Honorary Membership in the Order is open to non-members of PEO but does not mean honorary membership in PEO.

12. Suspension or cancellation of membership in PEO means suspension or cancellation of inclusion or eligibility for inclusion in the Order.

13. Resignation in good standing from PEO is not considered resignation from the Order unless so directed by Council.

Membership Classes

1. **Member**
   (a) The committee may recommend for this classification any living member of PEO who fulfills the qualifications for inclusion in the Order. For nomination under this category, a nominee should have at least 10 years of substantial service to PEO to be considered at this entry level.

    (b) There is no limitation on the number of living Members of the Order.

2. Officer
    (a) The committee may recommend for this classification any Member of the Order or PEO member whose qualifications exceed those required for the Member classification. For nomination under this category, a nominee should have at least 15 years of significant service to PEO to be considered at this level.

    (b) There are no more than 100 living Officers of the Order.

3. Companion
    (a) The committee may recommend for this classification any Member or Officer of the Order or PEO member whose qualifications greatly exceed those required for the Officer classification. For nomination under this category, a nominee should have at least 20 years of exceptional service to PEO. Companion is the highest distinction, which is reserved exclusively for individuals whose distinguished service has profoundly influenced the engineering profession.

    (b) There are no more than 50 living Companions of the Order.

Administration

1. The Professional Engineers Awards Committee (AWC) administers the Order.

2. The secretary of the Order is PEO's Recognition Coordinator, or a delegate. The secretary maintains a current register of the Order.

3. Neither the current members of the committee nor the secretary and Council members can be inductees.

4. The committee solicits and receives nominations of individuals to include in the Order, selects from among them, and recommends the classification of such inclusion.

5. The committee may recommend individuals for any classification without that individual's prior inclusion in the Order.

6. Unsuccessful nominations may be resubmitted for the following year. To increase the chances of success, the committee encourages nominators to update the package.

7. Either PEO members or the committee may recommend an upgrade to an honoree's classification. However, the honoree's incremental contributions since the original inclusion must be substantiated by information from a PEO member. The honoree's entire contribution will then be reviewed for possible upgrade.

8. Inclusion in the Order or changes in classification may be confirmed only by Council, which normally acts only upon the committee's recommendations.

9. Council does not grant inclusion or reclassification in the Order without consulting with the committee. It may direct the committee to consider an individual for initial nomination or for reclassification. Council is not bound by the committee recommendation.

10. The committee participates in establishing parameters for the presentation and ceremonies to recognize recipients of the Order.

11. Inclusion in the Order is not granted posthumously unless notification of inclusion had been made prior to the candidate's death.

Honorary Inclusion

1. Honorary inclusion in the Order of a non-member of PEO can be considered, for volunteering for PEO regulatory activities.

2. A non-member of PEO may be granted honorary inclusion in the Order, in any class, for outstanding service, support or assistance to the engineering profession in Ontario.

3. In accordance with the Regulations, Council may direct the committee to consider any individual for honorary membership in the Order. The committee will then make a recommendation to Council.

4. The committee may initiate a recommendation to Council for honorary inclusion in the Order.

5. Presentation of honorary membership in the Order is made at the Order's annual investiture.

Inquiries

For further information and nomination forms, you can visit PEO's website at https://peo.on.ca/about-peo/awards/order-honour or send an e-mail to awards@peo.on.ca.

You can also send your inquiry to:

Awards Committee
c/o Recognition Coordinator
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON M2N 6K9

ORDER OF HONOUR SELECTION CRITERIA

General Context

- Last revision of the Order criteria was done in 2002.
- Revisiting the Order selection criteria included quantifying contributions to the engineering profession into a point system.

Recommended Changes

1. Expanding the point system to include the notable impact of service to the profession, and to recognize contributions to Equity, Diversity, and Inclusion (EDI) initiatives:

CATEGORY	MAX. POINTS
[A] FOR YEARS OF ACCUMULATIVE SERVICE IN THE ENGINEERING PROFESSION	
Up to 20 points for years of service exceeding the minimum requirement, 1 year = 1 extra point. Minimum requirements: 10 years (Member), 15 years (Officer), 20 years (Companion).	20
[B] OVERALL IMPACT OF SERVICE IN THE ENGINEERING PROFESSION	
Up to 10 points for chapter service (all functions). Additionally, up to 5 points for chapter chair.	15
Up to 10 points for committee and task force service. Additionally, up to 5 points for committee/task force chair.	15
Up to 5 points for PEO Council service.	5
Up to 10 points for PEO Council-related functions: PEO President (10), Vice President (5), for service representing PEO on external boards such as Engineers Canada, Accreditation Board, Qualifications Board, and other committees (5).	10
Up to 15 points for other impacts substantiated by examples and outcomes.	15
[C] INVOLVEMENT IN EQUITY, DIVERSITY, AND INCLUSION (EDI) ACTIVITIES RELATED TO THE ENGINEERING PROFESSION	
Up to 10 points for service in local initiatives.	10
Up to 10 points for service on provincial or national level, substantiated by examples and outcomes.	10
TOTAL	**100**

2. Minimum years of service: 10 (Member), 15 (Officer) and 20 (Companion) will be required to recognize the perseverance in service to the profession.

3. New measurement of service is introduced to improve transparency and reflect the multi-dimensional contributions of service, namely the impact in the engineering profession [B] and EDI activities related to the profession [C]:

- Typical samples of impact in the profession (60 points) including but not limited to:
  - Leadership, and general involvement in promoting PEO and its regulatory works such as mentoring engineering interns (EIT) in working towards their designation, general volunteering leadership roles (e.g., members of PEO Council, chapter officers, committee/task force chairs and vice chairs etc.).
  - Conspicuous and outstanding service includes promoting PEO's regulatory role to decision makers and public with notable impacts to the engineering profession.

- Typical EDI-related initiatives (20 points) including but not limited to:
  - Women in the engineering profession, supporting equity seeking groups such as BIPOC (black, indigenous, persons of colour) and LGBTQ2S+ in engineering.

4. Additional merit required for the Order Officer and Companion classes:

- For Officer:
  - Need to have a minimum of 40 points for the categories [B] + [C] (50% of the maximum score for these categories of impact and EDI initiatives).
  - Service to PEO may include service to chapter and PEO committee/task force leadership (such as chair, vice chair).

- For Companion:
  - Need to have a minimum of 60 points for the categories [B] + [C] (75% of the maximum score for these categories of impact and EDI initiatives).
  - Service to PEO may include service to chapter at an executive level, PEO Council, and governance and board committees (leadership such as President, chair, vice chair, member).

Next Steps

- Subject to Awards Committee for further feedback and support.
- Rename the Awards Committee (AWC) to Order of Honour Selection Committee (OSC).
- Rename PEO Awards webpage to Volunteer Recognition.
- Rename the awards@peo.on.ca e-mail account to order@peo.on.ca.
- Create a new scoring assessment sheet to reflect all changes.
- Create new nomination and upgrade forms. Consider online nominations.
- Review in 3-5 years to see if any other updates or revisions are needed.

Briefing Note:

> **GOVERNANCE ROADMAP – PHASE 4: RECOMMENDATIONS FOR PEO COMMITTEE AND TASK FORCE ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY**
>
> **Purpose:** To approve recommendations for PEO committee and task force activities which are neither governance nor regulatory.
>
> **Motions to consider:**
>
> That, effective immediately, Council hereby stands down the following committees and subcommittees:
>
> - Advisory Committee on Volunteers (ACV),
> - Education Committee (EDU) and Education Conference Planning Subcommittee,
> - Equity and Diversity Committee (EDC),
> - External Honours Subcommittee of the Awards Committee,
> - Gala Advisory Committee (subcommittee of the Awards Committee),
> - PEO-OAA Joint Liaison Committee (PEO-OAA JLC),
> - PEO-OSPE Joint Relations Committee (PEO-OSPE JRC),
> - Volunteer Leadership Conference Planning Committee (VLCPC).
>
> That Council approves to transfer the President's Award (for non-engineers) to OSPE, renamed as the Engineering Ally Award.

Prepared by: Rob Dmochewicz, MPR, Recognition Coordinator
Moved by:

1. **Need for PEO Action**

    (a) General

    At its November 2019 meeting, Council approved an Activity Filter which was developed by staff in response to the External Performance Review. The need for an Activity Filter formed part of the high-level Action Plan approved by Council in September 2019. At the February 2020 Council meeting, staff presented a progress report on the application of the Activity Filter to key, high-level activities of PEO committees, subcommittees, and task forces. Each such activity and related output(s) have been assessed for their legal basis, to determine if it is required or permitted under the current legislative scheme, or otherwise by law. The Activity Filter analysis concluded that these activities do not fulfill statutory functions, and are neither governance nor regulatory, but are not prohibited by the Professional Engineers Act. Furthermore, GNC has been tasked to develop recommendations for activities in the "neither" category, with options considered a full elimination or elimination of high-risk activities and adapting and operationalizing the rest of them. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders.

Some of the "neither" activities have been decided upon prior to the risk management process, namely:

A. **30 by 30 Task Force**: This task force was stood down effective December 31, 2021, as per its terms of reference, with related work being incorporated into PEO operations. The activities have been assigned to PEO Manager, EIT Programs.

B. **Engineers, Architects and Building Officials (EABO) Committee**: On May 1, 2020, PEO informed EABO members that PEO is no longer a part of this committee due to non-regulatory issues that EABO deals with. These activities are no longer in place. PEO staff attend their meetings to provide general information on PEO projects, answer relevant questions, or present specific guidelines.

C. **Awards Committee (AWC)**: The Ontario Professional Engineers Awards (OPEA) program has been fully transferred to OSPE as of November 2021.

D. **Equity and Diversity Committee (EDC)**: PEO online Equity and Diversity training module was outdated and has been discontinued. Meanwhile, Engineers Canada developed a new EDI training webinar for engineers and geoscientists. And the proposal to recognize equity and diversity at the Chapters level has not been approved. Instead, the Awards Committee (AWC) incorporated an Equity, Diversity, and Inclusion (EDI) factor in the OPEA Citizenship Award category. Furthermore, the OPEA program has been fully transferred to OSPE.

E. **Experience Requirements Committee (ERC)**: As per the GNC's request from October 17, 2022, all ERC members were asked to provide their feedback on the current interview and related training programs for the committee. Based on the feedback from ERC, PEO Manager, Experience Assessment confirmed that the current process/training of new members is acceptable. Moreover, considering the changes to PEO's new licensing process and the uncertainty of the future of ERC, he advised not to offer any training until they have a clear understanding of ERC's scope in the new licensing process.

F. **Human Resources Committee (HRC)**: HRC was stood down in 2021 and replaced by Human Resources and Compensation Committee (HRCC). Volunteer operations are now managed by staff.

For more details, see the Appendix A (green colour code).

(b) Specific recommendations

The following changes, detailed in the Appendix A (yellow colour code), are recommended for approval:

A. **Advisory Committee on Volunteers (ACV) and Volunteer Leadership Conference Planning Committee (VLCPC)**: To stand down ACV and VLCPC and operationalize volunteer recruitment, management, and the Volunteer Leadership Conference (VLC) program development. To refocus on regulatory issues requiring stakeholder engagement. To combine the annual

workshop for chairs and committee advisors with VLC and the Order of Honour, under a new name: PEO Volunteer Symposium.

B. **Awards Committee (AWC)**: To stand down the Gala Advisory Committee (AWC subcommittee) as their mandate has been fulfilled since the Ontario Professional Engineers Awards (OPEA) program has been fully transferred to OSPE. To transfer the President's Award to OSPE, renamed as the Engineering Ally Award. To restrict external honours to volunteer recognition programs which reflect public protection values of PEO as the regulator, namely: The Sovereign's Medal for Volunteers, Fellow of Engineers Canada (FEC), and the Ontario Volunteer Service Awards. To stand down the External Honours Subcommittee. The changes recommended for the Order of Honour Program are included in a separate Briefing Note.

Regarding the V.G. Smith Award, S.E. Wolfe Thesis Award, and G. Gordon M. Sterling Engineering Intern Award, consultations are still taking place, with an option to transfer these awards to the Engineers Foundation, also known as Foundation for Education.

C. **Education Committee (EDU)**: To stand down EDU and the Education Conference Planning Subcommittee. To discontinue all EDU activities.

D. **Equity and Diversity Committee (EDC)**: To stand down EDC. To operationalize Equity, Diversity, and Inclusion (EDI) activities. To make the Engineers Canada EDI training webinar obligatory for all PEO staff and volunteers.

E. **Government Liaison Committee (GLC)**: To split necessary Government Liaison Program (GLP) activities between GLC and PEO External Relations, with appropriate accountability to Council.

F. **PEO-OAA Joint Liaison Committee (PEO-OAA JLC)**: To stand down PEO-OAA JLC. To operationalize necessary PEO-OAA JLC activities via External Relations. As per the GNC's request from October 17, 2022, PEO Director, External Relations has confirmed with the Ontario Association of Architects that they do not have any issue with PEO standing down PEO-OAA JLC.

G. **PEO-OSPE Joint Relations Committee (PEO-OSPE JRC)**: Replace PEO-OSPE JRC with semi-annual Leadership Summits as proposed by OSPE (see Appendix A, page 10). Operationalize other necessary PEO-OSPE JRC activities via External Relations.

2. **Proposed Action / Recommendation**
   - That, with the approval by GNC, Council be asked to approve the recommendations for PEO committee and task force activities which are neither governance nor regulatory.

3. **Process Followed**

Process Followed	• Risk assessment, as presented in the Appendix B. • Consultations with various PEO stakeholders, as identified in the Appendix A and below:

	- Adeilton Ribeiro, P.Eng., Manager, Experience Assessment, - Awards Committee (AWC), - AWC External Honours Subcommittee, - AWC Order of Honour Work Group, - David Smith, Director, External Relations, - Experience Requirements Committee (ERC), - Jeannette Chau, P.Eng., MBA, CAE, Manager, Government Liaison Programs (GLC Staff Advisor) (retired), - Julie Hamilton, Chapter Coordinator (VLCPC Staff Advisor), - Ontario Association of Architects (OAA), - Ontario Professional Engineers Foundation for Education, - Ontario Society of Professional Engineers (OSPE), - Rob Dmochewicz, MPR, Recognition Coordinator (AWC & EDC Staff Advisor), - Sherin Khalil, P.Eng., former Practice Advisor, - Susan Wall, Supervisor, Events Management, - Tracey Caruana, P.Eng., Manager, EIT Programs (30x30 TF & EDU Staff Advisor), - Viktoriya Aleksandrova, MEd, CHRP, CTMP, HR Business Partner (former ACV Staff Advisor).
Council Identified Review	• The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council.

4. **Appendices**

Appendix A: Report with the recommended changes, following risk assessment and consultations with various PEO stakeholders.

Appendix B: Risk register for "neither" activities of PEO committees and subcommittees.

APPENDIX A: RECOMMENDATIONS FOR PEO COMMITTEE AND TASK FORCE ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY

Committee / Task Force	Page
30 by 30 Task Force	2
Advisory Committee on Volunteers (ACV)	3
Awards Committee (AWC)	4
Education Committee (EDU)	5
Education Conference Planning Subcommittee	5
Engineers, Architects and Building Officials (EABO) Committee	2
Equity & Diversity Committee (EDC)	6
Executive Committee (EXE)	4
Experience Requirements Committee (ERC)	7
Government Liaison Committee (GLC)	8
Human Resources Committee (HRC)	7
PEO-OAA Joint Liaison Committee (PEO-OAA JLC)	9
PEO-OSPE Joint Relations Committee (PEO-OSPE JRC)	10
Volunteer Leadership Conference Planning Committee (VLCPC)	3

Consultations included:

- Adeilton Ribeiro, P.Eng., Manager, Experience Assessment
- Awards Committee (AWC)
- AWC External Honours Subcommittee
- AWC Order of Honour Work Group
- David Smith, Director, External Relations
- Experience Requirements Committee (ERC)
- Jeannette Chau, P.Eng., MBA, CAE, Manager, Government Liaison Programs (GLC Staff Advisor) (retired)
- Julie Hamilton, Chapter Coordinator (VLCPC Staff Advisor)
- Ontario Association of Architects (OAA)
- Ontario Professional Engineers Foundation for Education
- Ontario Society of Professional Engineers (OSPE)
- Rob Dmochewicz, MPR, Recognition Coordinator (AWC & EDC Staff Advisor)
- Sherin Khalil, P.Eng., former Practice Advisor
- Susan Wall, Supervisor, Events Management
- Tracey Caruana, P.Eng., Manager, EIT Programs (30x30 TF & EDU Staff Advisor)
- Viktoriya Aleksandrova, MEd, CHRP, CTMP, HR Business Partner (former ACV Staff Advisor)

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	DECISIONS ALREADY MADE / IMPLEMENTED		RECOMMENDATIONS APPROVED BY GNC

30 BY 30 TASK FORCE
ENGINEERS ARCHITECTS AND BUILDING OFFICIALS (EABO) COMMITTEE

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
1	30x30 Task Force	**A:** Devises and reports annually on metrics for women in the licensing process. **O:** Annual report on metrics to identify progress.	Task force mandate complements regulatory function but is not regulatory per se.	**The 30 by 30 Task Force was stood down effective December 31, 2021, as per its terms of reference, with related work being incorporated into PEO operations.** This activity has been assigned to Tracey Caruana, P.Eng., PEO Manager, EIT Programs. She continues to collect and report metrics at Annual Check-in each September, and to Council each November.
2		**A:** Plans outreach workshops for stakeholder groups (Chapters, employers, universities, women's groups, etc.). **O:** Workshops delivered.	Task force is oversight and advocacy focused on increasing number of newly licensed female engineers.	Tracey works directly with employers in 30x30 awareness sessions, as well as chapters in organizing some of the events. Staff meet with main PEO chapter leads quarterly, since they do run Awareness Sessions for the employers within their region, and once they have employers from their region, they pass on the contacts to PEO staff, to take it from there.
3	Engineers, Architects and Building Officials (EABO) Committee	**A:** Develops joint position statements related to elements of the design and construction industry. **O:** Position statements recommended to Council.	Advocacy is typically an association function.	**On May 1, 2020, PEO informed EABO members that PEO is no longer a part of this committee due to non-regulatory issues that EABO deals with. These activities are no longer in place.** Currently, EABO is managed by the Association of Consulting Engineering Companies, and they requested a PEO representative for this working group. Sherin Khalil, P.Eng., PEO Practice Advisor, attends their meetings to provide general information on PEO projects, answer relevant questions, or present specific guidelines.
4		**A:** Assembles and shares information on construction best practices, new construction types, technical codes and standards. **O:** Information about best practices, etc., assembled and shared with EBAO members at meetings.	Information-sharing supports coordination of efforts amongst various professions involved in design and construction.	

2

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)
VOLUNTEER LEADERSHIP CONFERENCE PLANNING COMMITTEE (VLCPC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
5	Advisory Committee on Volunteers (ACV)	**A:** Develops means to recognize PEO volunteers and their employers. **O:** Recommendations to Council for volunteer and volunteer employer recognition	This activity, recognizing the importance of volunteerism, has an association focus.	**NO ACTIVITY** **This activity is a standing item on the ACV's terms of reference but nothing has been done in over 10 years.**
6		**A:** Organizes annual meeting of committee and task force chairs. **O:** Annual meeting / conference held	Activity is focused on volunteer contributions to the association.	**RISK LEVEL: MEDIUM/HIGH** **Recommendations:** • Stand down ACV and VLCPC. • Operationalize volunteer recruitment, management & conference program development. • Combine the annual workshop for Chairs and Committee Advisors with VLC (Volunteer Leadership Conference) and OOH (Order of Honour, currently under review – see next page), under a new name, i.e., PEO Volunteer Symposium. • Refocus on regulatory issues requiring stakeholder engagement.
7	Volunteer Leadership Conference Planning Committee (VLCPC)	**A:** Plans volunteer leadership conference for Chapter and committee leaders, in conjunction with PEO AGM. **O:** Volunteer leadership conference held.	This supports an association function.	• To minimize need for most people to stay two nights, it's recommended that OOH is taking place on day 1 evening and conference on day 2. This is assuming the conference could be contained to one day. • The 2023 conference to be held after the 2023 AGM. A venue should be booked at least one year in advance. Before a venue is sourced, PEO Event Management staff need to know the exact plan for each of these functions: attendees, spouse attendance, food plan. This is consistent with Council's direction that PEO will be primarily a regulator (hence any volunteer and stakeholder engagement should focus on this aspect of our work).

3

AWARDS COMMITTEE (AWC)
EXECUTIVE COMMITTEE (EXE)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
8	Awards Committee (AWC)	**A:** Encourages, solicits, and considers nominations for PEO and joint PEO/OSPE awards. **O:** Award winners recommended to Council (and OSPE, depending on the award) for approval.	Awards recognize excellence in engineering and volunteerism.	**The OPEA program has been fully transferred to OSPE as of November 2021.** **RISK LEVEL: MEDIUM/HIGH** **Recommendations:** • Stand down **Gala Advisory Committee (GAC)**, a subcommittee of AWC, as its mandate has been fulfilled. • **President's Award**: Transfer to OSPE, renamed as the Engineering Ally Award, to be distributed with their current President's Volunteer Awards. • **V.G. Smith & S.E. Wolfe Thesis Awards**: Transfer to the Engineers Foundation, also known as Foundation for Education, full name: The Ontario Professional Engineers Foundation for Education. As the official charity of the Ontario engineering profession, due to its charitable status, it operates as an independent entity, whose mission is *"to nurture engineering students into licensed engineers by inspiring academic and leadership excellence, providing financial assistance and connecting to mentors and employers"*. The membership of the foundation is comprised of past and current Councillors, Board and staff of PEO and OSPE. • **Sterling Award**: Consultations are still taking place, with an option to transfer to the Engineers Foundation. • **Order of Honour**: Operationalize as part of PEO Volunteer Service Recognition Program, with the new guidelines and some volunteer involvement in the selection process. • Change the committee's name to the **Order of Honour Selection Committee (OSC)**. • **External honours and recognition**: Restrict to volunteer recognition programs which reflect public protection values of PEO as the regulator, namely: The Sovereign's Medal for Volunteers, Fellow of Engineers Canada (FEC), and the Ontario Volunteer Service Awards. Stand down the External Honours Subcommittee.
9		**A:** Encourages and solicits nominations for external awards related to engineering. **O:** Nominations for awards given by other organizations.	External honours recognize excellence amongst professional engineers and volunteers.	
10	Executive Committee (EXE)	**A:** Considers recommendations for President's Award for non-engineers who have demonstrated extraordinary support for or promoted public awareness of the engineering profession. **O**: Award recipient recommended to Council for approval.	Awards raise the profile of the association and encourage support for and awareness of the engineering profession.	

4

EDUCATION COMMITTEE (EDU)
EDUCATION CONFERENCE PLANNING SUBCOMMITTEE

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
11	Education Committee (EDU)	**A:** Supports Engineering Innovation Forum. **O:** Conference on innovation funded and held.	Promoting a culture of innovation is a noteworthy association objective.	**NO ACTIVITY** **The EDU has been inactive since 2018. At the April 2022 Council meeting, the GNC's report recommended that the EDU be stood down and its activities operationalized, for being part of the "Neither" outputs.** Note: The Chapters also run K-12 programming and that has been reviewed as part of the RCC's risk assessment. **Recommendations:** • Stand down EDU and the Education Conference Planning Subcommittee. • Discontinue all EDU activities. Tracey Caruana, P.Eng., PEO Manager, EIT Programs, advised that all activities for EDU should be discontinued, as these activities were focused on K-12 outreach which does not currently fall under PEO's regulatory mandate and, as mentioned, "PEO does not regulate or govern primary and secondary education". • At this point Tracey does not see any consequences in dropping these activities as they focused on K-12. Promotion of engineering to K-12 students falls under association and therefore will not leave a gap in our current objectives or mandate. At this stage for students, they are making the decision if they should pursue engineering in university or not. Our focus in the EIT and Student department is to make post-secondary/University students aware of licensing and steps after graduation. We would not get into that level of detail or information to primary or secondary school students.
12		**A:** Plans outreach to JK-12 students. **O:** Materials about engineering for use in JK-12 classrooms.	PEO does not regulate or govern primary and secondary education.	
13		**A:** Considers Chapters proposals for special projects funding related to educational outreach in JK-12 **O:** Funding decisions for Chapters educational outreach projects.		
14	Education Conference Planning Subcommittee	**A:** Develops advice for PEO Council regarding education-related policies. **O:** Advice to Council, and via Council to government, about educational issues related to engineering.	Query to what extent PEO should be involved in matters of broader public policy. PEO does not regulate or govern primary or secondary education.	
15		**A:** Plans Education Conference. **O:** Conference to encourage innovative, engineering related outreach programs for pupils in JK to Grade 12.	PEO does not regulate or govern primary or secondary education.	

5

EQUITY & DIVERSITY COMMITTEE (EDC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
16		**A:** Oversees use of online Equity and Diversity training module by chapter and committee volunteers. **O:** Report to Council on extent of online equity and diversity module completion.		**PEO online Equity and Diversity training module was outdated and has been discontinued. Meanwhile, Engineers Canada developed a new EDI training webinar for engineers and geoscientists.** This training was produced by EC in partnership with Geoscientists Canada, Engineers and Geoscientists British Columbia, with guidance from the EC EDI Training Task Force, made up of representatives from the 30 by 30 Champions network, including engineering regulators, the National Society of Black Engineers (Canadian Chapters), Natural Sciences and Engineering Research Council (NSERC) Chairs for Women in Engineering, and EngiQueers Canada.
17	Equity and Diversity Committee (EDC)	**A:** Develops proposals to recognize equity and diversity at the Chapters level. **O:** Award proposal to Council to recognize equity and diversity contributions at the Chapters level.	This reflects concern about equity and diversity as reflected in association activities.	**The proposal hasn't been approved.** Instead, the Awards Committee (AWC) incorporated an EDI factor in the OPEA Citizenship Award category. The OPEA Program has been fully transferred to OSPE. **NO WORK FOR THE COMMITTEE** We are mindful of our obligations as a regulator, as an organization and as an employer, to maintain an operational environment and a regulatory regime that is inclusive, diverse, equitable, and free of discrimination. There are several ongoing initiatives like the new Anti-Racism and Equity (ARE) Code, that support our ongoing efforts to become a more enlightened and responsive self-regulator and enhance our ability to regulate in the public interest as the statute requires. Moreover, OSPE's EDI Task Force has a mandate to provide leadership on matters related to diversity, inclusion and equity, and the elimination of discrimination in Ontario's engineering profession. **Recommendations:** • Stand down EDC. • Make the Engineers Canada EDI training webinar obligatory for PEO staff and volunteers. • Operationalize EDI activities.

6

EXPERIENCE REQUIREMENTS COMMITTEE (ERC)
HUMAN RESOURCES COMMITTEE (HRC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
18	Experience Requirements Committee (ERC)	**A:** Trains ERC members on how to conduct interviews etc. **O:** Interview and related training programs for ERC members.	Training supports the regulatory role of ERC but is not regulatory per se.	This activity was pending confirmation in context of ERC's renewed focus on statutory role in licensure. Currently, the training for onboarding ERC members involves having them attending an interview (or multiple) as an observer, until they become comfortable enough to conduct interviews themselves. Besides that, it is a typical staff support regarding the paperwork around the interview. **As per the GNC's request from October 17, 2022, all ERC members were asked to provide their feedback on the current interview and related training programs for the committee. Based on the feedback from ERC, PEO Manager, Experience Assessment confirmed that the current process/training of new members is acceptable. Moreover, considering the changes to PEO's new licensing process and the uncertainty of the future of ERC, he advised not to offer any training until they have a clear understanding of ERC's scope in the new licensing process.**
19	Human Resources Committee (HRC)	**A:** Reviews and attempts to resolve significant staff HR issues. **O:** Resolutions or recommendation (to Registrar?) on significant staff HR issues	The CEO/Registrar is responsible for resolving individual staff issues.	
20		**A:** Reviews and attempts to resolve significant volunteer HR issues. **O:** Resolutions or recommendations on significant volunteer HR issues.	Engagement of volunteers is an association function.	**HRC was stood down in 2021 and replaced by HRCC.** Volunteer operations are now managed by staff.

7

GOVERNMENT LIAISON COMMITTEE (GLC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
21	Government Liaison Committee (GLC)	**A:** Oversees and advises Chapters on engagement with local MPPs. **O:** Recommendations and ad hoc assistance to Chapters on matters related to engagement with MPPs	Lobbying elected officials in this manner is typically an association activity.	**RISK LEVEL: SEE THE RCC RISK ASSESSMENT** **The GLP Program is currently being reviewed.** As advised by recently retired Jeannette Chau, P.Eng., Manager, Government Liaison Programs (recently retired), the mandate of the GLC is to oversee the activities of the GLP (Government Liaison Program). The GLP-related activities are mainly at the chapter level and the risks for those activities are being assessed via the Chapter consultation/RCC. And a Queen's Park reception has been put on hold, pending the results of the "Neither" outputs. **Recommendations:** • Split necessary GLP activities between GLC and External Relations, with appropriate accountability to Council (see the update below).
22		**A:** Oversees the development of government relations communications tools such as newsletters Engineering Dimensions articles, etc. **O:** Newsletters, articles, etc. produced with committee oversight.	Advocacy is typically an association activity.	
23		**A:** Plans Queens Park reception to educate MPPs on role and work of PEO and discuss regulatory issues. **O:** Queens Park reception for MPPs and PEO representatives.		

Update from David Smith, PEO Director, External Relations:

PEO will be undertaking a broad external relations strategy to implement an engagement approach that reflects the best practices between a regulator and its key stakeholders. This initiative aligns with strategic goals Council approved at its June 2022 meeting that formed PEO's 2023-25 Strategic Plan. Specifically, goal #4 of the plan is to "Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO."

To achieve this goal, we will develop a strategic approach where regular, coordinated, and purposeful engagement is maintained with government, co-regulatory bodies and other relevant stakeholders. The outputs will help inform our policies, practices and strategic initiatives and align with our mandate of protecting the public interest as well as maintain public confidence in our regulatory role. The external relations strategy will consider all forms of stakeholder engagement including any formal arrangements or initiatives currently in place including, but not limited to, the **Government Liaison Committee, PEO's government relations activities, PEO-OAA Joint Liaison Committee, and PEO-OSPE Joint Relations Committee.**

While PEO already communicates with its stakeholders, we will enhance our strategic capabilities through increased engagement to ensure we are doing the utmost to fulfil our regulatory mandate efficiently and effectively.

8

PEO-OAA JOINT LIAISON COMMITTEE (PEO-OAA JLC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
24	PEO-OAA Joint Liaison Committee (PEO-OAA JLC)	**A:** Considers submissions from Chief Building Officials related to the requirement for a service of an architect and/or professional engineer related to general design or review. **O:** Replies to questions and comments from CBOs.	Harmonious relations amongst the design and construction related professions and with building officials serves an association function.	**NO WORK FOR THE COMMITTEE** PEO-OAA JLC was established to handle referrals from municipal building departments on matters related to permitting. This committee was established to meet on an as-needed basis to handle these matters and to avoid the potential for conflicts in jurisdiction between PEO and OAA. **To date, no issues have been referred to this committee in more than 10 years and so it has not had to meet. As per the GNC's request from October 17, 2022, PEO Director, External Relations has confirmed with the Ontario Association of Architects (Christie Mills, OAA Registrar and Kristi Doyle, Executive Director) that they do not have any issue with PEO standing down PEO-OAA JLC.** Recommendations: • Stand down PEO-OAA JLC. • Operationalize necessary activities via External Relations, to enhance PEO and OAA regulator-to-regulator relationship and channels of communication.
25		**A:** Prepares bulletins to building officials to provide clarity on emerging issues and/or disputes. **O:** Bulletins prepared and issued.		

NOTE: See the update (previous page) from David Smith, PEO Director, External Relations.

9

PEO-OSPE JOINT RELATIONS COMMITTEE (PEO-OSPE JRC)

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	REMARKS	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
26	PEO-OSPE Joint Relations Committee (PEO-OSPE JRC)	**A:** Builds and strengthens relationships between PEO and OSPE and provides a forum for the resolution of disputes. **O:** Disputes resolved.	Activity and related outputs are difficult to quantify, but do not appear to fit within either regulatory or governance functions as defined here.	**RISK LEVEL: MEDIUM/HIGH** **Given PEO's new external relations division, which aims to implement engagement methods that reflect the best practices between a regulator and its key stakeholders, consistent and meaningful communication between PEO and OSPE would be coordinated and maintained through this operationalized approach.** • Sandro Perruzza, OSPE Chief Executive Officer discussed this with OSPE's Board of Directors and proposed to replace PEO-OSPE JRC with semi-annual Leadership Summits. • The Leadership Summits would happen shortly after both Boards/Council are elected (sometime between Mid-May and Mid-June), and again in November before the PEO November Council Meeting. PEO could host one meeting and OSPE would host another one. • Topics to discuss include priorities for the new PEO Council, OSPE Board, areas of common interest, possible areas of conflict, and being aware of where each organization is going over the next few months. Staff would take it from there and ensure smooth sailing between the two organizations and would provide direction around priorities from our governing bodies. • OSPE has already in place a similar solution for their collaboration with the Ontario Association of Certified Engineering Technicians and Technologists (OACETT). **Recommendations:** • Replace PEO-OSPE JRC with semi-annual Leadership Summits. • Operationalize other necessary activities via External Relations.

10

APPENDIX B: RISK REGISTER

PROJECT NAME: RISK ASSESSMENT - PEO ACTIVITIES THAT ARE NEITHER GOVERNANCE NOR REGULATORY (CHAPTERS & RCC EXCLUDED)

PROJECT MANAGER: LIZ MAIER
STAFF SUPPORT: ROB DMOCHEWICZ

**Please note: ratings are given for a pre-mitigation environment

Use the pull down menu

Activity	Committee	Risk Category	Possible Risks	Probability	Impact	Risk Level	Accept	Monitor	Avoid	Eliminate
Organizes annual meeting of committee and task force chairs. Plans volunteer leadership conference for Chapter and committee leaders, in conjunction with PEO AGM	ACV & VLCPC	Reputational	Conference is seen to be non-inclusive or not culturally sensitive.	Possible	Major	High			X	
		Reputational	Conference goes off topic and/or shares a position not in line with PEO policy/procedures.	Possible	Moderate	Medium		X		
		External	Guest speaker misrepresents PEO and/ or speaks/behaves inappropriately (questionable expertise, unsubstantiated claims, or extreme views, etc.) and PEO is seen as supporting these.	Possible	Moderate	Medium		X		
		External	Conference attendees behave inappropriately and the photos or recordings are featured in media.	Possible	Moderate	Medium		X		
		External	Conference hosted at an establishment that recently had charges brought against it, which makes the attendees question the values of PEO.	Unlikely	Severe	Medium		X		
		Safety	Food allergies are unidentified by conference organizer.	Unlikely	Major	Medium		X		
		Safety	Attendee has a car accident, or is in a plane incident/train derailment, while travelling to a conference.	Possible	Severe	High			X	
		Safety	Stakeholder is upset with information being presented and presents as a physical threat to other volunteers and staff.	Unlikely	Major	Medium		X		
		Safety	Venue is not AODA compliant or does not follow OSHA requirements (i.e., conference attendee experiences accessibility issue).	Unlikely	Moderate	Low	X			
		Safety	Unknown health or virus outbreak.	Possible	Severe	High			X	
		Safety	An emergency happens at the conference, such as fire or a medical episode or dangerous lightning storm.	Possible	Severe	High			X	
		Legal	Civil or criminal disruptions during a conference.	Possible	Major	High			X	
		Legal	A person is injured during the conference and sues PEO for personal injury.	Possible	Moderate	Medium		X		
Encourages, solicits, and considers nominations for PEO and joint PEO/OSPE awards. Encourages and solicits nominations for external awards related to engineering. Considers recommendations for President's Award for non-engineers who have demonstrated extraordinary support for or promoted public awareness of the engineering profession.	AWC & EXE	Reputational	AWC/EXE members assessing award nominations are biased and/or have conflicts of interest.	Unlikely	Major	Medium		X		
		Reputational	Awards and recognitions seen as a professional association activity. Self-congratulatory functions can confuse members of the public and even the profession as to the public protection role of PEO as the regulator.	Likely	Major	High			X	
		Reputational	PEO is being accused of nepotism, after award nominee or nominator had a direct connection to a member of the selection committee through their PEO network and they received guidance on preparing their nomination.	Possible	Major	High			X	
		Reputational	Non-inclusive selection criteria.	Unlikely	Major	Medium		X		
		Reputational	PEO providing a platform for "celebrity" engineers to speak out on issues outside of their expertise.	Possible	Moderate	Medium		X		
		Safety	The ability of the regulator to perform its primary public protection functions is compromised because award recipient has legal issues.	Unlikely	Severe	Medium		X		
		Financial	PEO is criticized for inappropriate use of funds, on activities that are not regulatory.	Possible	Major	High			X	
		Financial	The time, energy and cost of the awards process are not available for core regulatory activities. Registration applications, investigations and discipline activities may be delayed to the extent that staff, Council and AWC members take time to prepare for and attend the award events.	Possible	Moderate	Medium		X		
		Legal	Confidential/personal information included in award nominationations processed by AWC members made public.	Unlikely	Major	Medium		X		
		Legal	Award recipient later requires an investigation, discipline, or other enforcement measures.	Possible	Severe	High			X	
		Legal	Harmed clients, colleagues and other witnesses may be reluctant to come forward because of the public accolades previously bestowed on the practitioner.	Possible	Major	High			X	
Builds and strengthens relationships between PEO and OSPE and provides a forum for the resolution of disputes.	PEO-OSPE JRC	Reputational	PEO is seen as unprofessional regulator, supporting OSPE's advocacy mandate and their role as a strong voice for engineers.	Possible	Major	High			X	
		Reputational	PEO is seen as not existing autonomously from OSPE.	Likely	Major	High			X	
		External	PEO and OSPE deliver mixed or conflicting messages and PEO is seen to be straying out of lane.	Possible	Moderate	Medium		X		
		External	Member of public puts information on social media that there is no real division of regulatory and advocacy mandates.	Possible	Major	High			X	

Professional Engineers
Ontario

Governance and Nominating Committee (GNC)/Regional Councillors Committee (RCC)

Working Group: Chapter Activity Risk Assessment & Mitigation

Subject: Final Report, presented Monday, January 19th, 2023

Purpose:

The purpose of this report is to provide the Governance and Nominating Committee (GNC) an in-depth review of risks associated with chapter activities. It is based on chapter volunteer consultations on risk ratings, mitigation strategies and recommendations.

Recommendations:

a)   PEO to develop an updated chapter manual and volunteer training;
b)   PEO to develop and implement the relevant mitigation strategies;
c)   PEO to standardize events/activities across the chapter system;
d)   PEO to commit to reviewing chapter activities on a regular basis to ensure risks are managed; and
e)   PEO to maintain 10 types of chapter activities.

Contact: Julie Hamilton, Chapter Coordinator, extension 1116

Chapter Risk Assessment Report   Association of Professional Engineers of Ontario   1 of 34

Background

In September 2018 Council approved a motion to have an external regulatory review conducted to identify any gaps between PEO's current practices and the process, procedures and policies exhibited by the best regulators. The final report, which was received on April 30, 2019, provided 15 recommendations on how to improve PEO's regulatory performance. At its June 21, 2019 meeting, Council directed the Registrar to develop a high-level action plan to implement the recommendations from the external regulatory performance review. For each of the 15 recommendations, the action plan included an identified problem, objective and key steps. Part of these key steps included the development, by the Registrar, of a tool for analyzing the activities and responsibilities of all PEO committees, subcommittees and working groups in relation to PEO's regulatory obligations. This tool was called the Activity Filter and it was approved at November 2019 Council.

The Activity Filter included three categories: governance, regulatory and neither. The results (Appendix A) were presented to Council in February 2020:

- Governance: 40 activities
- Regulatory: 18 activities
- Neither: 35 activities, including all chapter activities

No activities or outputs were identified as "unlawful". For activities with outputs that did not fall within the CEO/Registrar's domain (specifically, those classified as either Governance or Neither) an evaluation criterion was developed to consider whether the activity should be continued, how it should be continued and who should perform the activity. Instead of assuming elimination, a risk-based assessment was developed for the Neither activities.

Within the 2021-22 Council Year, the Governance and Nominating Committee (GNC) was tasked with overseeing the risk analysis for all activities under the Neither Category. The GNC supported a recommendation that the Regional Councillors Committee (RCC) perform the risk-based assessment of the activities that pertain to chapters. Councillor Luc Roberge, as a member of both GNC and RCC, agreed to act as liaison. At the March 2022 RCC meeting, the Committee formed a working group to complete the risk assessment on behalf of RCC. The members are Councillors Christopher Chahine, Chantal Chiddle, Jim Chisholm, Randy Walker, and Chair Luc Roberge. The working group is supported by Julie Hamilton of the Chapter Office.

This report summarizes the risk-based assessment of chapter activities.

Process Followed

A high-level work plan was prepared for and endorsed by the GNC. (Appendix B). To meet the objectives of the work plan, the working group met a total of 24 times on a weekly and bi-weekly basis from April 6, 2022 to January 11, 2023. A key component of the work plan was to ensure adequate time for consultation and updating of chapter volunteers.

In order to complete a full risk assessment, the working group developed a risk management plan (Appendix C) that included probability and impact of identified risks, to assess chapter activities (as identified by the Activity Filter, as well as 5 additional items) as having either low, medium, high or extreme risk. Once risks were recognized and rated using the matrix (Appendix D), possible mitigation strategies were collected, categorized and finalized. A fulsome risk assessment includes an analysis of *risk versus reward*, and therefore the working group included a benefits discussion as part of their work output.

The working group determined that consultation with volunteers was beneficial to the risk assessment process. Over the course of Regional Congresses and Conferences, input was sought on the risks, benefits and potential mitigation strategies related to chapter activities.

The consultations with volunteers occurred from May-October 2022:

May/June 2022	List of activities, risks and matrix provided to chapters in advance of rating exercise.
May/June 2022	Rating exercise at the five regional congresses (hybrid format). Consolidated responses subsequently shared with all chapters in a single spreadsheet.
August 2022	Spreadsheet further refined to include a section for chapters to add appropriate Risk Responses/Mitigation Measures for each of the activities.
September 2022	Responses consolidated and shared with chapters at the five regional congresses (hybrid format).
October 2022	Comprehensive presentation of risk ratings and mitigations shared at Chapter Leaders Conference (CLC) (in-person). Divided into five breakout groups, volunteers confirmed risk assessments and addressed activity benefits to PEO. Group contributions on activity benefits were compiled, summarized and presented during the CLC close-out session. Facilitators confirmed with those present that they unanimously agreed with the summary presented. (Appendix E).
	Finally, this document was shared with all chapters.

Key Findings

Using a risk-based approach to review twelve types of chapter activities, and considering the needs of the regulator and the public, the following conclusions were drawn:

   a.   The majority of chapter activities are low-risk;
   b.   The risks that are present can be reduced by implementing specific mitigation measures;
   c.   The benefits of these activities outweigh the risks;
   d.   The chapter system while unique for a regulatory body, provides local PEO presence and public awareness, an avenue for stakeholder communication, and the best method for licence holders to connect with the regulator.

The review yielded the following risk ratings:

Low: Chapter AGM, technical seminars/tours, networking events and 30x30 events (4)

Medium: Licence ceremonies, PEO seminars, education outreach, GLP events, licence assistance program, chapter websites/social media, and scholarships (7)

High: Event sponsorship (1)

Extreme: Nil (0)

The benefits identified by chapters were aligned with PEO's licensing requirements and essential functions including:

   •   The protection of the public
   •   Strengthening PEO's status as a regulator
   •   Licence holder communication & networking

Chapter AGM	*Activity Filter item #65*
Possible risks	Reputational risk, External risk (misrepresentation of PEO by chapter board to chapter members, inappropriate comments made by guest speaker, incorrect financial information provided to membership, nominating committee creates barriers.)
Risk rating	Low (unlikely probability, moderate impact)
Mitigations	Chapters Manual to include AGM and Election best practices and steps to follow. Regional Councillor present at all regional AGMs. PEO staff to audit AGMs.
Benefits	Chapter AGMs provide a level of accountability of chapter operations to chapter members. Chapter elections at AGMs provide volunteer leaders to operationalize local chapters. They facilitate communication to licence holders. AGMs are an opportunity for Recognition. They foster member involvement and support chapter essential purposes like Grassroots Participation. They are a venue to share thoughts, recruit volunteers for all aspects of PEO including Council and committee, showcase PEO's updates and provide succession planning.

Licence Ceremony	*Activity Filter #66*
Possible risks	Reputational risk (licence holders do not receive invitations, chapter does not hold frequent presentations, guest speaker has poor experience which reflects negatively on PEO, licence holders perceive acts of non-inclusion, guest speakers misrepresent PEO.)
Risk rating	Medium (unlikely probability, major impact)
Mitigations	Chapters Manual to include required steps. PEO to introduce event standardization. Presentations could be open to all licence holders, regardless of chapter membership.
Benefits	Ceremonies create licence holder pride in protecting public safety, which in turn supports PEO's mandate. Ceremonies launch communication possibilities with new licence holders and expose them to the executive path. They provide awareness of PEO's principal and additional objects, to both chapter members and special guests.

PEO seminars	*Activity Filter item #67*
Possible risks	Reputational risk, Safety risk (misrepresentation of regulatory policies by chapter volunteers, stakeholder is upset with information and presents as a physical threat to volunteers, chapter volunteers offer to solve individual licensing problems of applicants.)
Risk rating	Medium (possible probability, moderate impact)
Mitigations	Regulatory seminars are organized in collaboration with appropriate PEO staff. Chapters Manual to include information on threats to safety. Chapters Manual to include an Incident Report.
Benefits	Regulatory seminars provide a direct channel for the dissemination of information. They support PEO's additional objects by maintaining standards of knowledge, practice and ethics. They create and encourage informed licence holders which supports compliance.

Technical seminars & Tours	Activity Filter item #68
Possible risks	Reputational risk, Safety risk, External risk (threat to personal safety, PEO's core values not reflected in hosting group, licence holders view focus of seminar as official PEO support, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s))
Risk rating	Low (unlikely probability, moderate impact)
Mitigations	Chapters Manual to include Disclaimer and Waiver templates. Chapters Manual to include information on volunteer insurance.
Benefits	Tech seminars engage licence holders and support PEO's additional objects. They showcase PEO's legislated mandate to external stakeholders and support cross-discipline knowledge transfer. They provide continuing professional development opportunities, which in light of the new mandatory CPD will assist with retention and support the role-out. They also support standards of knowledge, skill and practice.

Networking Events	Activity Filter item #69
Possible risks	Reputational risk, Financial risk, Safety risk (negative press coverage of event, mixed signals to members regarding use of financial resources, event is seen as non-inclusive, location is not accessible, threat to personal safety)
Risk rating	Low (unlikely probability, moderate impact)
Mitigations	Maintain volunteer training. Chapter Manual to have Event Checklist.
Benefits	Networking activities support licence holder and EIT engagement and promote public awareness of the role of the regulator. They attract new volunteers that might not pay attention to PEO, and provide a mechanism for higher level volunteering to support the self-regulated environment. They foster inclusivity and diversity and create a connection to local licence holders and EITs. These activities also encourage chapter members to better understand volunteer training requirements. Networking events encourage more diverse representation at PEO.

Education Outreach (K-12)	Activity Filter item #70
Possible risks	Reputational risk, Safety risk, External risk (AODA adaptations are not included, volunteers misrepresent PEO, volunteers present old-fashioned technologies, volunteers are accused of inappropriate behaviour.)
Risk rating	Medium (unlikely probability, major impact)
Mitigations	Chapter volunteers to hold pre-meeting with school to understand curriculum and student requirements. Chapter school volunteers must have a background check done (coordinated by the Chapter Office).
Benefits	Educational outreach supports the additional object of promoting public awareness. It lays a long road of licensing awareness for future licence holders. Activities support 30x30 initiatives and diversity. It builds public trust in the regulator and its licence holders. Educational outreach helps the public understand the role of PEO and the need for licensure.

30x30 events	Activity Filter #71
Possible risks	Reputational risk (chapter volunteers misrepresent PEO licensing, chapter members perceive non-inclusive treatment.)
Risk rating	Low (unlikely probability, insignificant impact)
Mitigations	No mitigation required
Benefits	These activities support PEO's dedication to diversity, equity and inclusion. They also support the mandate of protecting public interest and safety. 30x30 events provide public information to employers which creates a better understanding of the role of the regulator.

GLP events	Activity Filter #83
Possible risks	Reputational risk, External risk, Legal risk (volunteers misrepresent PEO to MPPs, volunteers act in a partisan manner on behalf of PEO, MPPs question the value of attending chapter events.)
Risk rating	Medium (likely probability, moderate impact)
Mitigations	PEO to continue strict GLP training and guidance from GR Consultant and PEO staff. PEO continues with new system of 1 GLP rep per riding to provide more value for MPPs.
Benefits	GLP activities raise government's awareness of PEO's ability to self-regulate. GLP increases public knowledge, licence holder/EIT knowledge on PEO's mandate. GLP activities promote open dialogue between the government and the regulator, which in turn fosters good working relationships, which are needed for mutual understanding of the scope of the Professional Engineers Act.

Licensure Assistance Program	N/A
Possible risks	Reputational risk, Safety risk (chapter volunteer provides incorrect licensing information to applicant, PEng applicant accuses chapter of non-inclusive behaviour, PEng applicant blames chapter for licensing delays.)
Risk rating	Medium (possible probability, moderate impact)
Mitigations	PEO should re-assess the LAP once the new FARPACTA compliance initiatives are put in place. Should this program continue in a similar or modified format, a new guidance manual and strict processes would be beneficial.
Benefits	Supports PEO's role as the regulator. Supports changes to licensure and improved accessibility to licensure. Provides access to information for EITs. Chapter LAP provides direct links between PEO and applicant.

Chapter websites and social media	N/A
Possible risks	Reputational risk, Legal risk (chapter websites are not current, chapter websites present an unprofessional view of PEO the regulator, PEO is accused of unfair treatment because some chapters do not provide social media as a means of communication
Risk rating	Medium (likely probability, moderate impact)
Mitigations	Chapters no longer have individual websites but web pages on a central PEO Chapters website. Chapters maintain social media with direction. PEO staff to expand to include Digital Media Coordinator to work with volunteers.
Benefits	Chapter websites support licence holder awareness and engagement. They promote public awareness and raise the profile of the regulator with information about local activities. They provide communication options to PEO licence holders and EITs. Local websites provide clarifying information on the role of PEO with contact information. Professional online presence supports communication and grassroots participation.

Scholarships	N/A
Possible risks	Reputation risk (poor distribution of scholarship information to eligible students, conflict of interest in selection of recipients, students accept funds under false pretences.)
Risk rating	Medium (possible probability, moderate impact)
Mitigations	RCC Terms of Reference to include standardized steps for advertising/information dissemination. Chapter Manual to require a blind-review process for scholarship committee volunteers.
Benefits	Scholarships support public awareness of the regulator. Scholarships are an engagement and outreach tool that create open dialogue with communities throughout Ontario. They raise awareness of professional licensure.

Event sponsorship	N/A
Possible risks	Reputational risk, Financial risk, Legal risk (conflict of interest between engineering firm and PEO the regulator, auditor flags sponsorship income as problematic, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s).)
Risk rating	High (possible probability, major impact)
Mitigations	PEO Legal and Finance develop a Memorandum of Understanding for chapter event sponsorship.
Benefits	Fosters community outreach and engagement. Opportunities for PEO to work with other organizations. Raises visibility and awareness of regulatory mandate. Supports grassroots participation.

Throughout the consultation process, the working group found that chapter activities, while inconsistent from chapter to chapter, have shown to be an avenue for:

- receiving information (regulatory or governance) from PEO;
- getting involved in PEO regulatory activities by either serving on Committees or Council; and
- networking with other stakeholders.

Working Group Recommendations

The working group believes that stakeholder consultation is a key step in achieving successful change. The recommendations being provided have been derived from both the input provided during the consultation process and also from the working group's observations / experiences from Council.

Many of the mitigations in the Key Findings indicate that an updated chapters manual is required. This should be developed after consultation with key chapter volunteers, and will address specific topics, including training needs for chapter executives, PEO communication policies (ie. equity and diversity), meeting management, conflict resolution, mandatory volunteer courses, volunteer code of conduct, confidentiality, incident reports, waivers, image release documents, insurance requirements, etc.

Certain chapter activities should be standardized using event checklists and specific training. The Licence Ceremony activity is an example where event standardization and scheduling will assist PEO in its transition to a modern regulator.

PEO should commit to reviewing and auditing chapter activities on a regular basis to ensure risks are managed. And finally, based on the data obtained, most of the chapter activity risks can be mitigated to a level that is acceptable to continue:

Recommend to continue

Chapter AGMs: Supports chapter leadership elections and engages membership with overview of annual activities.

Technical seminars/tours: Seen as a support for mandatory CPD.

Networking events: Social engagement of licence holders supports further participation in volunteer committees and Council.

30x30 events: This is a good-will action of the regulator.

Scholarships: This is a good-will action of the regulator.

Recommend to modify

Licence chapter ceremonies: In-person license ceremonies celebrate the achievement of licensure in the public realm and ensure the public is aware of licensed P.Engs. PEO to re-structure the ceremony to standardize both format and scheduling.

Education/school outreach activities: This is a good-will action of the regulator. PEO to require criminal record checks for volunteers working with school-age population. This can be facilitated using a partner organization such as BackCheck.

GLP events: Fosters good working relationships and mutual understanding of the scope of the Professional Engineers Act. Recommend to continue with an adapted program and staff management.

Licensure Assistance Program (LAP): Continue under the current process until the new FARPACTA strategies are put in place. LAP should be placed on hold starting July 2023 until PEO can review the impacts of the licensure changes and what it wants to do with graduates between school and the 48 month experience time.

Chapter social media: Networking and communication tools that enhance licence holder awareness. Staff resources required to support chapters' use of social media with policies, training and best practice guidelines.

Recommend to discontinue

PEO seminars: Information regarding licensing, compliance and discipline are operational and legislated mandates and when presented to chapters should only be a function of PEO head office.

Chapter websites: Accept proposed mitigation and make a staff function with volunteer submissions. Requires website resources to build chapter pages and maintain.

Event sponsorship: Risk outweighs the Benefit. Accepting sponsorship is a conflict of interest for PEO. Consider new model.

Financial/Staffing/Other Implications

The immediate implication is staffing hours for the development of an updated chapter operations manual, drafting policies and managing volunteer training. Long term the financial and staffing requirements include one or two additional staff members and dedication of IT resources to develop a section of PEO website dedicated to chapters.

Relationship to the Strategic Plan

These recommendations support the following actions in the 2023-2025 Strategic Plan:

- Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO by:
  - facilitating meaningful dialogue with members and other stakeholders

- Optimize organizational performance by:
  - reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion.

Conclusion

The working group appreciates that regulatory organizations generally do not operate with groups like a chapter system. However, the working group notes that PEO operates in a unique landscape that is everchanging.

After examining the risks presented and the possible mitigation strategies, and taking into consideration the benefits to PEO - and by extension the public - it is the recommendation of this working group that most activities undertaken by chapters should and can continue without significant impact.

It is important to acknowledge that once mitigation strategies are developed and implemented, PEO must enforce the adherence to new rules and guidelines.

Appendix A: Activity Filter results, abridged, 2020

Group 1: Regulatory Activities

Group 1A: Core Regulatory Activities

ID	Activity (A) and Output(s) (O)	Responsibility currently assigned to…	EVALUATION Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
1.	**A:** Assesses academic qualifications of non-CEAB applicants **O:** Determination of qualifications, need for examinations	Academic Requirements Committee	The Registrar decides if an applicant has complied with the requirements for licensure. Assessing whether the applicant has met the academic requirements as specified by the regulation is the core function of this committee. A referral to ARC for a determination is triggered by the Registrar, either at his own discretion or when requested by the applicant. *This committee activity and output are necessary and fit for the fulfillment of a regulatory purpose, but they are expected to support the Registrar's accountability under the statute for the issuance of a licence.*
2.	**A:** Develops, assigns and review technical examinations **O:** Technical examinations developed and assigned to applicants.	Academic Requirements Committee	The Registrar decides if an applicant has complied with the requirements for licensure. When a case is referred to ARC for a determination, the committee may "consider and decide upon the form of examinations recommended". The role of ARC in setting and assigning examinations is anticipated by the Regulation, but the Regulation does not expressly state that examinations are to be substituted for academic requirements. *This activity and output are necessary to the extent that examinations are required for the fulfillment of a regulatory purpose. They are expected to support the Registrar's accountability under the statute for the issuance of a licence.*
3.	**A:** Assigns, reviews and approves professional practice examination. **O:** PPE is prepared and assigned.	Academic Requirements Committee	The PPE – now NPPE - is identified in the regulation and anticipated by the legislation. The provisions in question do not specifically reference ARC or any other committee. *This activity and output are necessary for a prescribed regulatory purpose but the fit is not necessarily with a committee. The activity and output can be managed by the Registrar, under Council's direction and control and its power to make regulations.*
4.	**A:** Oversees investigations **O:** Instruction to investigators (as needed)	Complaints Committee	The Act requires this committee to "consider and investigate complaints". The committee must "examine or [make] every reasonable effort to examine all records and other documents related to the complaint". The committee performs the activity assigned to it, with the assistance of staff. *This activity and output are necessary to the fulfillment of a regulatory objective, and pursuant to the legislative structure are fit for this committee.*
5.	**A:** Considers investigation files **O:** Written decision on whether to refer to Discipline, close (with reasons) or take other action permitted by the Act	Complaints Committee	The Act requires this committee to "consider and investigate complaints" and to make appropriate referrals or close, as stipulated. The committee performs the activity assigned to it, with the assistance of staff. *This activity and output are necessary to the fulfillment of a regulatory objective, and pursuant to the legislative structure are fit for this committee.*

6.	**A:** Examines procedures for treatment of complaints by Complaints Committee **O:** Report with recommendations to Council and to Complaints Committee (may also be to Minister)	Complaints Review Councillor	The CRC is empowered by the Act to examine procedures followed by the Complaints Committee. This is a regulatory oversight function, which can generate a report with recommendations to Council, to the Committee itself, and in some circumstances to the Attorney General. *This activity and output, while not mandatory, are necessary to the fulfillment of prescribed regulatory objectives, and pursuant to the legislative structure are fit to be assigned to the CRC.*
7.	**A:** Reviews treatment of complaints, including those that are older than 90 days **O:** Report with recommendations to Complaints Committee, Council, complainant and person complained against (may also be to Minister)	Complaints Review Councillor	This is the core function of the CRC and provides a legislated oversight mechanism for the handling of complaints. *This activity and output are necessary and fit for the fulfillment of a prescribed regulatory purpose to be assigned to the CRC.*
8.	**A:** Determines applications for consulting engineers designation and re-designation **O:** Recommends members for designation by Council as consulting engineers	Consulting Engineers Designation Committee	The Act does not expressly require the designation of consulting engineers, but it does provide Council with the authority to make regulations to determine how such designations might be conferred. As the regulation is currently worded, there are tasks assigned to a committee and sub- committees. Council ultimately confers the designation, and could do so based on input from other sources, eg., the Registrar. *This activity and output are necessary for the fulfillment of a regulatory purpose, assuming the CE designation itself serves such a purpose. The activity and output are not necessarily fit for this committee, given that the actual designation is given by Council, and other methods could be used to* *bring names to Council for approval.*
9.	**A:** Hears and determines allegations of professional misconduct or incompetence, including matters referred under s.24, 27.1 (Council or Executive) **O:** Determination, reasons and penalty	Discipline Committee	The composition and function of the Discipline Committee for the purpose of hearing and determining matters is set out in the legislation. Only DIC can perform these functions. *The activity and output and their assignment to the Discipline Committee are both necessary and fit for the fulfillment of a prescribed regulatory objective.*
10.	**A:** Hears and determines applications for reinstatement of licences etc. revoked or suspended for cause. **O:** Determination, reported to Council and the applicant.	Discipline Committee	The composition and function of the Discipline Committee for the purpose of hearing and determining matters is set out in the legislation. Only DIC can perform these functions. *The activity and output and their assignment to the Discipline Committee are both necessary and fit for the fulfillment of a prescribed regulatory objective.*
11.	**A:** Determines whether to refer allegations of misconduct or incompetence to Discipline Committee **O:** Referral to discipline, as appropriate	Executive Committee	This function is assigned to EXE as an addition to the standard complaints process that does not involve EXE. It is seldom utilized. EXE is not currently structured to handle misconduct issues in a manner that would replicate the function of the Complaints Committee. *The activity and output are necessary for the fulfillment of a regulatory purpose, but in terms of the overall legislative structure they might not be fit for this committee, noting the availability of other mechanisms for dealing with complaints.*
12.	**A:** Assessing experience of applicants where requested or required **O:** Determination of experience for purposes of meeting the experience requirement in the statute and regulation	Experience Requirements Committee	The Registrar decides if an applicant has complied with the requirements for licensure. Assessing whether the applicant has met the experience requirements as specified by the regulation is the core function of this committee. A referral to ERC for a determination is triggered by the Registrar, either at their own discretion or when requested by the applicant. *This committee activity and output are necessary and fit for the fulfillment of a regulatory purpose, but they are expected to support the Registrar's accountability understatute for the issuance of a licence.*

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13.	**A:** Assesses experience of applicants for the purpose of assisting ARC in considering experience when assigning examinations **O:** Determination of experience for the purpose of adjusting number of examinations, as appropriate	Experience Requirements Committee	ARC has the ability to refer to ERC for a recommendation on how the applicant's experience should be taken into account in relation to the assignment of examinations. The role of ARC in setting and assigning examinations is anticipated by the Regulation, but the Regulation does not expressly state that examinations are to be substituted for academic requirements. *This activity and output are necessary to the extent that examinations are required for the fulfillment of a regulatory purpose. They are expected to support the Registrar's accountability under the statute for the issuance of a licence.*
14.	**A:** Mediates fees disputes on consent **O:** Mediated outcome (mediator's report)	Fee Mediation Committee	This is an optional (and seldom utilized) activity for the disputing parties, if circumstances warrant. There is no provision elsewhere in the legislation for mediation to be performed through other means, eg., by staff. *This activity and output and their assignment to this committee are necessary and fit for a regulatory purpose, in appropriate circumstances.*
15.	**A:** Arbitrates fees disputes on consent **O:** Arbitrated decision (arbitrator's report), enforceable as court order	Fee Mediation Committee	This is an optional (and, as with mediation, seldom utilized) activity for the disputing parties, if circumstances warrant. There is no provision elsewhere in the legislation for arbitration to be performed through other means, eg., by staff. *This activity and output and their assignment to this committee are necessary and fit for a regulatory purpose, in appropriate circumstances.*
16.	**A:** Assists in resolving disputes between architects and P.Engs or C of A holders re professional services **O:** Either resolves matter or certifies that dispute cannot be resolved (condition precedent for enforcement or other regulatory action under the Act)	Joint Practice Board	This function is anticipated by the statute but seldom utilized. It is conceivable that informal dispute regulation could take place by other means (eg., involving staff). However, involvement of the JPB is a statutory condition precedent for formal enforcement or regulatory action, so function needs to be retained. *This activity and output and their assignment to the JPB are necessary and fit for a regulatory purpose, based on the legislative framework, but only if enforcement or other regulatory action is being contemplated. Other less formalized means might also be utilized to resolve disputes.*
17.	**A:** Determines whether to recommend the issuance of a licence or C. of A. to a holder of an Architects Act certificate of practice **O:** May do nothing or may make recommendation to Council to direct the Registrar to issue a licence or certificate of authorization	Joint Practice Board (NB also includes members from another regulator)	This function is anticipated by the statute as a reciprocal arrangement with another regulated profession – specifically, architecture. The JPB only has the power to make a recommendation, however. The actual decision is made by Council, which would direct the Registrar to issue the licence or CEO to the holder of the Certificate of Practice. *This activity and output and their assignment are necessary and fit a regulatory purpose, if triggered by a specific request.*
18.	**A:** Development of practice standards **O:** Amendments to O. Reg 260/08 Performance Standards	Professional Standards Committee	The development of practice standards to govern professional activities is a regulatory function envisioned by the legislative framework. The by-law has anticipated a committee for this purpose. However, there is no legal requirement that the setting of standards be done through a committee. There are other ways that such proposed standards could come before Council, apart from through a committee. Council has the specific authority, under s.7 of the Act, to make regulations in this area, subject to the approval of the LG in Council. *This activity and its output are necessary for the fulfillment of a valid regulatory objective, but it is not necessary for responsibility to be assigned to the Professional Standards Committee, noting that Council alone has the authority to make regulations pursuant to s.7 of the Act.*

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19.	**A:** Develops practice guidelines **O:** Practice guidelines	Professional Standards Committee	The making of guidelines to assist licensees and C of A holders is a key regulatory function. There is no statutory requirement for a committee to do this. *This activity and its output are necessary and fit for a regulatory purpose, but it is not necessary to assign responsibility to a committee. This could be a staff function.*
20.	**A:** Holds hearings to determine whether to issue a licence **O:** Direction to Registrar to issue a licence, with or without conditions or refuse to issue a licence	Registration Committee	The Registration Committee exercises adjudicative functions assigned to it under the Act, in prescribed circumstances where an applicant for a licence (or a C of A) has not been issued one. The Registration Committee is empowered to determine if an applicant meets the requirements. *The activity and output and their assignment to the Registration Committee are both necessary and fit for the fulfillment of a prescribed regulatory objective.*

Group 1B: Regulatory Policy Activities

ID	Activity (A) and Output(s) (O)	Responsibility currently assigned to…	EVALUATION Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
21.	**A:** Examines PEO's processes to identify potential barriers to licensure for women. **O:** Advice to Council on measures to eliminate barriers to women in the licensure process.	30x30 Task Force	It is necessary for PEO to ensure that its licensing processes are not discriminatory. It is not necessary for this work to be assigned to a committee. This could be a staff function, accountable to Council. *This activity and output are necessary and fit for a regulatory purpose, to inform and support the development of regulatory policy, but it is not necessary for them to be assigned to a committee. Council makes policy decisions and can do so on the advice of staff.*
22.	**A:** Develops advice to Council on current academic requirements and other initiatives related to educational qualifications **O:** Advice delivered to Council (and other committees) on academic requirements and initiatives related to educational qualifications	Academic Requirements Committee	Nothing in the legislation assigns a policy making role to ARC. Council has the direct authority under s.33 of the Regulation to recognize "accredited" engineering programs and also to "equivalent qualifications". ARC might develop its own practices and procedures to ensure fairness and consistency in the handling of cases referred to it by the Registrar. *This activity and output are necessary and fit for a regulatory purpose, to inform and support the development of regulatory policy, but it is not necessary for them to be assigned to a committee. Council makes policy decisions and can do so on the advice of staff.*
23.	**A:** Develops recommendations for admissions-related policies and procedures **O:** Recommendations for admissions-related policies and procedures delivered to Council and other committees	Academic Requirements Committee	ARC can make its own policies and procedures to ensure that its exercise of powers under the Act is fair and consistent. This can also be done by Council, at its own behest. ARC does not have the statutory mandate to make policy to govern operational decision-making. *This activity and output are necessary for a regulatory purpose, to support and inform the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee the appropriate fit. Council makes policy decisions and can do so on the advice of staff.*

24.	A: Develops recommendation for standards, procedures, qualifications, exemptions etc. related to applications for consulting engineer designation O: Recommendations for standards, procedures, qualifications, exemptions etc. delivered to Council	Consulting Engineers Designation Committee	It is useful to have a transparent process and criteria to guide the issuance of the consulting engineer designation, so long as the power to issue such a designation exists in the regulation. Ultimately Council decides to issue the designation, based on whatever criteria are in place, which Council itself could stipulate on the advice of staff, or with input from a committee, or both. *This activity and output are necessary for a regulatory purpose, to support and inform the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee the appropriate fit.* *Council makes policy decisions and can do so on the advice of staff.*
25.	A: Assesses developments in new or emerging areas of practice with a view to enforcement and public protection O: Policy recommendations sent to Council	Emerging Disciplines Task Force	*This task force is now stood down.* *Any comparable output would be sourced elsewhere, i.e., with staff or with another committee, or some combination of the two.*
26.	A: Evaluates existing certification programs related to new or emerging areas of practice O: Policy recommendations to Council	Emerging Disciplines Task Force	*This task force is now stood down.* *Any comparable output would be sourced elsewhere, i.e., with staff or with another committee, or some combination of the two.*
27.	A: Prepares policy proposals and advice related to enforcement issues O: Policy recommendations to Council to be included in Enforcement Policy	Enforcement Committee	Enforcement is a core regulatory function and should be performed in a manner that is consistent with the statute, to provide guidance to the profession and to the public, and also to ensure that PEO's position is as strong as possible should court proceedings ensue. There is no requirement that enforcement policy be made by a committee. *This activity and output are necessary for a regulatory purpose, to support the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.* *Council makes policy decisions and can do so on the advice of staff.*
28.	A: Develops common standards in elements of the design and construction industry O: Recommendations to Council and to other regulators as appropriate to implement common standards	Engineers, Architects and Building Officials Committee	The EABO is intended to harmonize standards, for PEO and other regulators in the building sphere. Its existence is not mandated by any legislation. *This activity and output are necessary for a regulatory purpose, to support the development of shared regulatory policy approaches, but it is not necessary for them to be assigned to a committee., nor is this committee necessarily the best fit Council makes policy decisions and can do so on the advice of staff, in consultation with other groups (including building officials) as appropriate.*
29.	A: Develops possible modifications and improvements to experience requirements O: Recommendations delivered to other committees, eg. Licensing and ARC, and to Council; changes to operating policies and procedures manual	Experience Requirements Committee	Policy input is important in order to ensure consistency in how experience is considered and evaluated. The legislative framework defines the duration of experience and how it is to be supervised, but it does not speak to the qualitative requirements. The input of engineers familiar with various disciplines has been helpful in establishing more detailed experience requirements as well as fair and transparent processes for how these are measured. *This activity and output are necessary for a regulatory purpose, to support the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.* *Ultimately, Council is responsible for licensing policy, and also has the power to make regulations in this regard.*

ID	Activity (A) and Output(s) (O)	Responsibility currently assigned to…	EVALUATION Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
30.	**A:** Development of competency-based interviews. **O:** Recommendations for and implementation of competency-based interviews.	Experience Requirements Committee	The legislative framework does not mandate interviews for the purpose of assessing experience for P.Eng. applicants. ERC does however have the power to conduct interviews, and these would be expected to focus on competences acquired through experience. *This activity and output are necessary for a regulatory purpose, to support an aspect of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit. Ultimately, Council is responsible for licensing policy, and also has the power to make regulations in this regard.*
31.	**A:** Develops advice to Registrar on appropriateness of various types of engineering experience. **O:** Advice to Registrar on appropriateness of experience.	Experience Requirements Committee	The legislative framework, in particular section 14, requires the Registrar to issue licences where the requirements, including experience requirements described in section 33 of the Regulation, are met. It does not provide a role for ERC in advising the Registrar in this regard. *This activity and output are necessary for a regulatory purpose, to support the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.* *Ultimately, Council is responsible for licensing policy decisions, and also has the power to make regulations in this regard.*
32.	**A:** Develops modifications to operating policies and procedures manual related to the assessment of experience. **O:** Revisions to manual, recorded as needed	Experience Requirements Committee	The input of ERC helps to promote transparency and consistency in the assessment of experience for the purpose of section 33 of the Regulation. There is no specific legislative authority for ERC to devise such policies and procedures, although it is helpful for the committee to standardize and publish its own procedures. *This activity and output are necessary for a regulatory purpose, to support aspects of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit. Ultimately, Council is responsible for licensing policy, and also has the power to make regulations in this regard. Staff under the direction of the Registrar can establish procedures to support the Registrar's exercise of decision-making authority in specific cases.*
33.	**A:** Advises Licensing Committee and other PEO committees on issues related to experience **O:** Recommendations on requirements for licensure delivered to other committees	Experience Requirements Committee	It is important for Council to have the benefit of expert, current advice on issues related to experience, both general and discipline specific. There is no particular mechanism prescribed in the legislative framework for how such advice to be conveyed, and no requirement that it provided through a particular committee. *This activity and output are necessary for a regulatory purpose, to support the development of regulatory policy, but it is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.* *Ultimately, Council is responsible for licensing policy, and also has the power to make regulations in this regard.*
34.	**A:** Identifies and reviews PEO policies, rules and operational issues to identify need for legislative and regulatory change **O:** Recommendation to Council with statement of authority, validity for proposed change	Legislation Committee	The work of this committee largely supports the work of Council, eg., in requesting Act changes and, pursuant to s.7(1), for making regulations (subject to government review and approval), and s.8(1), for passing by- laws. It is not a policy committee per se, since it generally does not make policy but rather acts as a legislative conduit for policies emanating from other sources (including Council itself). *This activity and output are necessary to support both regulatory and governance purposes. It is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.*

ID	Activity (A) and Output(s) (O)	Responsibility currently assigned to…	EVALUATION Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
35.	**A:** Oversees draft changes to legislation, as required **O:** Recommended changes sent to Council	Legislation Committee	This is both a regulatory policy and governance function, which supports Council's role in proposing legislative change and in making regulations. *This activity and output are necessary to support both regulatory and governance purposes. It is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.*
36.	**A:** Reviews other Ontario legislation to identify potential conflicts with PEA, regulations and by-laws **O:** Communications to relevant to Ministries to identify conflicts, follow up as required; reports to Council	Legislation Committee	The need to ensure legislative harmony and compatibility with other provincial legislation touching on the practice of professional engineering and related matters is important to PEO's effective exercise of its regulatory functions. Ultimately ensuring legislative harmony is a Council responsibility. *This activity and output are necessary to support both regulatory and governance purposes. It is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.*
37.	**A:** Identifies need for changes and enhancements to PEO's licensing policies, criteria and processes, with involvement of other statutory licensing-related committees as needed. **O:** Recommendations and proposals delivered to Council, related to licensing.	Licensing Committee	Ultimately the Registrar, who reports to Council, needs to ensure that licensing policies, criteria and processes are delivered in a way that correlates with the specific legislative requirements (including those set in s.33 of the Regulation) as well as with the overall need to regulate in the public interest. There is no legislated role for the Licensing Committee in this context. *This activity and output are necessary and fit for the fulfillment of a regulatory objective, to support the development of regulatory policy. It is not necessary for them to be assigned to a committee, nor is this committee necessarily the best fit.*
38.	**A:** Tracks licensing developments in other self-regulating professions and for engineers in other jurisdictions. **O:** Report to Council on licensing developments with implications for PEO.	Licensing Committee	It is important that PEO remain aware of developments in the regulatory world and also, in part for the sake of mobility, that it strive to harmonize its licensing requirements as much as possible with those in other jurisdictions. The Licensing Committee has no legislated role in gathering or reporting on this information, but Council should be mindful of it, regardless. *This activity and output are necessary for regulatory purposes, but the output can be delivered by staff; a committee is not necessarily the best fit*
39.	**A:** Assesses external threats to PEO's licensing criteria. **O:** Reports to Council on perceived threats with recommendations as appropriate.	Licensing Committee	It is unclear what external threats are referred to here. It is part of Council's role to manage and assess risk, including risks to PEO's ability to effectively carry out its regulatory mandate pertaining to licensing in a manner consistent with the public interest. *This activity and output may or may not be necessary and fit for a regulatory purpose, but in any case managing threats or risks ultimately would be Council's responsibility, potentially on the advice of staff.*
40.	**A:** Review inputs from various internal and external sources to determine the need for new or updated standards or guidelines **O:** Policy recommendations to Council	Professional Standards Committee	The development of standards by PSC and various sub-committees of PSC supports Council's role in approving and promulgating standards to assist the profession and ensure effective public protection. *This activity and its outputs are necessary for a regulatory purpose, related to the development and promulgation of standards, but can be provided by staff or by some other committee or combination of committees, and are not necessarily fit for this particular committee.*

Group 2: Governance Activities

ID	Activity (A) and Output (O)	Responsibility currently assigned to…	EVALUATION: Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
41.	**A:** Assists committees and task forces in the preparation of mandates, terms of reference, workplans and HR plans, using standard templates. **O:** Mandates, terms of reference, workplans and HR plans prepared for Council's approval	Advisory Committee on Volunteers	Council is responsible for ensuring that board committees and other committees which serve Council's governance requirements operate in accordance with prescribed mandates and clear terms of reference. *This activity and output are necessary to fulfill a governance objective, but they are not necessarily fit for this or any other committee.*
42. .	**A:** Recruits, instructs and oversees external auditor **O:** Audited financial statement and recommendation for appointment of auditor presented to Council and to AGM	Audit Committee	An external audit is a legal requirement under both the current OCA and ONCA. The auditor's work may be overseen by a committee, which could be an Audit Committee or, as in some organizations, a combined Audit and Finance Committee. *This activity and output are necessary for the purpose of satisfying the board's (Council') legal and governance obligations, specifically the effective direction and control of PEO's finances. It is not essential that the work be delegated to this committee in its present form; this committee is not necessarily the best fit.*
43.	**O:** Oversees financial reporting and internal controls and review of annual financial statements **O:** Report(s) to Council and to AGM as required	Audit Committee	Maintaining sufficient financial controls and financial oversight are necessary functions both for the board (Council) and for management. In the board's case, this ensures compliance with the board's legal and fiduciary obligations. It also helps the board to manage risk. This function can be assigned to a Finance Committee, an Audit Committee or a combined Finance and Audit Committee. *This activity and output are necessary for the purpose of satisfying the board's (Council') legal and governance obligations, specifically the effective direction and control of PEO's finances. It is not essential that the work be delegated to this committee in its present form; this committee is not necessarily the best fit.*
44.	**A:** Considers complaints regarding procedures for nominating, electing and voting for members of Council **O:** Decisions on complaints with appropriate penalties.	Central Election and Search Committee	This activity and output are prescribed by the legislative framework, and support Council elections in their current form. *The activity and output are necessary for governance purposes, and pursuant to the legislative framework as it presently stands, fit with their assignment to the CESC.*
45.	**A:** Encourages candidates to seek election to Council. **O:** Candidates for election for provincially-elected positions and in all regions.	Central Election and Search Committee AND Regional Election and Search Committees (supported by Regional Councillors Committee)	The role of the CESC in encouraging candidates to seek election is prescribed by the statute. *The activity and output are necessary for governance purposes, and pursuant to the legislative framework as it presently stands, fit with their assignment to the CESC.*

46.	**A:** Acts on behalf of Council on matters referred to it **O:** Decision on any question referred by Council that is within Council's decision-making authority (apart from making, amending or revoking regulations or by- laws)	Executive Committee	The Executive is legally permitted to carry out most tasks assigned to Council, save for those specifically excluded. The use of EXE in this fashion is subject to Council's own discretion. Council must specifically delegate its decision-making authority to a smaller group whose views may or not reflect those of Council as a whole. *This activity and output are fit for governance purposes but are only necessary to the extent that Council chooses to delegate its responsibilities to a smaller group*
47.	**A:** Acts on behalf of Council with respect to urgent matters arising between meetings **O:** Decision on any urgent matter that is within Council's decision-making authority, with report to Council on any action taken	Executive Committee	This is a mechanism created by the legislation for use in the event of an emergency, where what would ordinarily be a Council decision needs to be made more quickly by a smaller group - in theory, be easier to assemble. Arguably, the need for this activity is limited by technological advances making it easier for the full Council to meet remotely. *This activity and output are necessary and fit for governance purposes, but the mechanism itself would rarely be required on a specific matter due to time sensitivity (between scheduled Council meetings).*
48.	**A:** Formulates advice to Council and/or to the Registrar and senior, alone or in consultation with other committees, on various operational and organizational issues related to PEO and the Canadian Council of Professional Engineers (AKA Engineers Canada) **O:** Recommendations to Council and to the Registrar for consideration and possible implementation	Executive Committee	PEO is an "owner" of Engineers Canada and has significant stake in its peformance. There are multiple means of managing the relationship, at both the volunteer and staff levels. *This activity and output are necessary for a governance purpose, inasmuch as PEO is an "owner" of Engineers Canada, but it is not necessarily fit for them to be assigned to this or any other committee.*
49.	**A:** Reviews annual operating and capital budgets and provides oversight to ensure that budgets are adhered to. **O:** Budgets for Council's approval	Finance Committee	Council performs its direction and control function by approving a budget and holding management accountable for adhering to it. This activity and output support that function. *This activity and output are necessary for a governance purpose but could be assigned to a Finance Committee or a combined Finance and Audit Committee.*
50.	**A:** Based on reports from management, ensures that financial procedures and systems for both operating and investment funds are in effective compliance with legal and regulatory requirements. **O:** Report to Council on risks or discrepancies, as appropriate.	Finance Committee	Council performs its direction and control function by ensuring that adequate financial oversight and accountability systems are in place. This activity and output support that function. *This activity and output are necessary for a governance purpose but could be assigned to a Finance Committee or a combined Finance and Audit Committee.*
51.	**A:** Recruitment of CEO/Registrar **O:** Recommendation to Council to appoint a member as CEO/Registrar	Human Resources Committee	The Registrar is a role mandated by the Act to perform a number of important duties. From a governance standpoint, the CEO/Registrar is also Council's only direct employee. Delegation of confidential recruitment, performance and compensation matters to a committee can be an effective tool for managing the relationship on Council's behalf. *This activity and output are necessary and fit for a governance purpose but it is not essential for them to be assigned to this particular committee.*

52.	**A:** Reviews CEO/Registrar performance **O:** Performance review and recommendations	Human Resources Committee	Under the Act, the Registrar is a legally-mandated role, and from a governance standpoint the CEO/Registrar is Council's only direct employee. Delegation of confidential recruitment, performance and compensation matters to a committee can be an effective tool for managing the relationship on Council's behalf. *This activity and output are necessary and fit for a governance purpose but it is not essential for them to be assigned to this particular committee.*
53.	**A:** Develops advice on issues related to criteria for Lieutenant-Governor-in- Council appointments **O:** Advice and recommendations provided to government (and Council)	Human Resources Committee	It is important for Council composition to correspond to Council's governance needs. There is, however, no specified statutory or other role for a committee in making recommendations in this area. *This activity and output are necessary to fulfill a governance objective, but they are not necessarily an appropriate fit for this committee.*
54.	**A:** Develops and facilitates input to Council related to board effectiveness utilizing a variety of tools **O:** Recommendations to Council	Human Resources Committee	Board effectiveness is a worthwhile consideration for Council as a whole. There is no prescribed role for any particular committee in achieving greater effectiveness for Council. *This activity and output are necessary to fulfill a governance objective, but they are not necessarily an appropriate fit for this committee.*
55.	**A:** Develops advice to Council on governance- related issues **O:** Recommendations to Council	Human Resources Committee	Governance-related issues are the responsibility of the entire Council and not just of a particular committee. *This activity and output are necessary to fulfill a governance objective, but they are not necessarily an appropriate fit for this committee.*
56.	**A:** Selects members for PEO and external committees **O:** Committee rosters and nominees to external committees recommended to Council for approval	Human Resources Committee	Council uses the HRC to promote fairness, transparency and consistency in the assignment of members to committees. There are other mechanisms that can be used to achieve the same result. *This activity and output are necessary to fulfill a governance objective, but they are not necessarily an appropriate fit for this committee.*
57.	**A:** Reviews and provides oversight for PEO's investment portfolio, including appointing portfolio managers and ensuring the effectiveness of procedures and systems used to ensure compliance with legal and regulatory requirements. **O:** Recommendations to Council, on appointment of portfolio managers and any procedural or systems issues, via Finance Committee, as required and appropriate to ensure effective oversight.	Investment Sub-Committee	Council performs its direction and control function by ensuring that adequate financial oversight and accountability systems are in place, including with respect to investments. This activity and output support that function. *This activity and output are necessary for a governance purpose but they are not necessarily fit for this subcommittee; they could be included in the mandate of another committee.*
58.	**A:** Develops an implementation plan for succession planning at Council level **O:** Recommendations to Council regarding succession planning.	Succession Planning Task Force	*This committee has been stood down, and its outputs have been referred to Executive as part of its mandate to help implement the governance roadmap.*

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Group 3: Activities That Are Neither Governance Nor Regulatory

ID	Activity (A) and Output(s) (O)	Responsibility currently assigned to…	EVALUATION: Is it Necessary and Fit for a Regulatory and/or Governance Purpose?
59.	**A:** Devises and reports annually on metrics for women in the licensing process. **O:** Annual report on metrics to identify progress.	30x30 Task Force	This activity and output support the goal of a more equitable, diverse, inclusive and representative profession. The same results are conceivably achieved by other means, eg., staff at PEO or through an external body such as OSPE. *It is not necessary or fit for a regulatory purpose for this activity and output to be assigned to a task force.*
60.	**A:** Plans outreach workshops for stakeholder groups (Chapters, employers, universities, women's groups, etc.) **O:** Workshops delivered.	30x30 Task Force	*As above, it is not necessary for a task force to be responsible for this activity and output.*
61.	**A:** Develops means to recognize PEO volunteers and their employers. **O:** Recommendations to Council for volunteer and volunteer employer recognition	Advisory Committee on Volunteers	PEO has committed to recognizing volunteers who support its work. This form of recognition is important but could be assigned to either a committee or to staff alone. *It is not necessary or fit for a regulatory purpose for this activity and output to exist or to be assigned to this committee.*
62.	**A:** Organizes annual meeting of committee and task force chairs **O:** Annual meeting / conference held	Advisory Committee on Volunteers	The need for committees and task force chairs to meet periodically serves to keep the organization moving in a single coordinated direction. Coordination and consistency in the operation of committees is useful. This, however, could also be accomplished through staff oversight. *It is not necessary or fit for a regulatory purpose for this activity and output to exist or to be assigned to a committee.*
63.	**A:** Encourages, solicits and considers nominations for PEO and joint PEO/OSPE awards. **O:** Award winners recommended to Council (and OSPE, depending on the award) for approval.	Awards Committee	PEO grants awards to recognize excellence and achievement in various aspects of the organization's work and in the study and practice of professional engineering. Awards also serve to highlight the engineering profession and to raise the profile of PEO itself. *It is not necessary or fit for a regulatory purpose for this activity and output to exist or to be assigned to a? committee.*
64.	**A:** Encourages and solicits nominations for external awards related to engineering. **O:** Nominations for awards given by other organizations.	Awards Committee	PEO has an interest in ensuring that professional engineers and their work are recognized, both within and outside the organization. *It is not necessary or fit for a regulatory purpose for this activity and output to exist or to be assigned a committee.*
65.	**A.** Plans Chapter AGM **O:** Election of Chapter executives	Chapters	Chapters are envisioned by the legislative framework. As such it is reasonable for them to choose their leaders in some fashion. The chapters themselves have no separate legal identity and hence their leadership is unconnected to the governance of PEO. *It is not necessary or fit for a regulatory (or governance) purpose for Chapters to perform this activity and produce this output.*

66.	**A:** Presents licensing certificates **O:** Certificates presented to new members who choose to receive certificates from Chapters	Chapters	The presentation of certificates is important for new licensees and their guests and is an opportunity to welcome them into the engineering community and to learn about the work of PEO. There is, however, no legal requirement that certificates be issued, let alone presented in this fashion. They can be mailed or delivered by some other means.*It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
67.	**A:** Organizes PEO seminars. **O:** Seminars held by Chapters to help explain regulatory requirements.	Chapters	Seminars are a useful augment to the regulatory work of PEO, and may be valuable outreach to the profession. The same content can also be delivered through other means, eg. by staff. *It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
68.	**A:** Organizes technical seminars and tours. **O:** Seminars and tours conduct industry experts to demonstrate and/or explain new or current technical and engineering content.	Chapters	Chapters play an informal role in improving knowledge and skill amongst professional engineers. *It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
69.	**A:** Organizes networking events for members and EITs. **O:** Summer picnics, golf tournaments, etc.	Chapters	Chapters play a role in bringing members and future engineers together to discuss professional issues and career opportunities. *It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
70.	**A:** Plans and implements "education outreach" for JK to post-secondary students. **O:** Outreach programs on engineering delivered to school groups	Chapters	Chapters encourage students to gain an appreciation of engineering as a contributor to society and as a prospective career. *It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
71.	**A:** Organizes 30x30 events at the Chapters level. **O:** 30X30 related events held.	Chapters	Chapters encourage an awareness amongst the profession of the commitment to increasing the percentage of newly-licensed female engineers to 30% in 2030. *It is not necessary or fit for a regulatory purpose for Chapters to perform this activity or produce this output.*
72.	**A:** Supports Engineering Innovation Forum **O:** Conference on innovation funded and held	Education Committee	The conference promotes innovation in the engineering profession and might also offer valuable networking opportunities. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output.*
73.	**A:** Plans outreach to JK-12 students. **O:** Materials about engineering for use in JK-12 classrooms.	Education Committee	This activity encourages students to gain an appreciation of engineering as a contributor to society and as a prospective career. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output.*
74.	**A:** Considers Chapters proposals for special projects funding related to educational outreach in JK-12 **O:** Funding decisions for Chapters educational outreach projects.	Education Committee	This activity encourages students to gain an appreciation of engineering as a contributor to society and as a prospective career. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*

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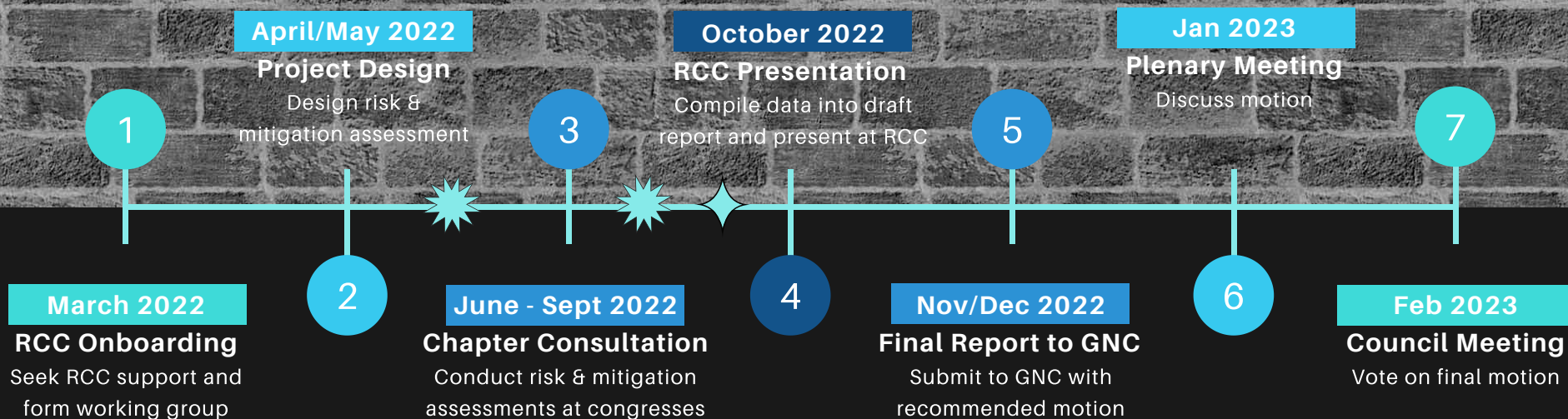| 75.	**A:** Develops advice for PEO Council regarding education-related policies. **O:** Advice to Council, and via Council to government, about educational issues related to engineering.	Education Committee	This activity encourages the adoption of measures to attract suitable students to engineering disciplines and improve the quality of education for prospective engineers, at all levels. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
76.	**A:** Plans Education Conference **O:** Conference to encourage innovative, engineering related outreach programs for pupils in JK to Grade 12	Education Conference Planning Subcommittee	Decisions made at this conference might encourage students to gain an appreciation of engineering as a contributor to society and as a prospective career. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
77.	**A:** Develops joint position statements related to elements of the design and construction industry. **O:** Position statements recommended to Council.	Engineers Architects and Building Officials Committee	This is joint advocacy with another group intended to harmonize approaches to construction issues via joint position statements. It is not legislatively required, and technically this is not even a PEO committee per se. PEO only has jurisdiction over engineers and engineering. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output.*
78.	**A:** Assembles and shares information on construction best practices, new construction types, technical codes and standards. **O:** Information about best practices, etc., assembled and shared with EBAO members at meetings.	Engineers Architects and Building Officials Committee	This activity is intended to harmonize approaches amongst those involved in construction, including engineers. It is not legislatively required. Information sharing can be facilitated by other means. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output.*
79.	**A:** Oversees use of online Equity and Diversity training module by chapter and committee volunteers. **O:** Report to Council on extent of online equity and diversity module completion.	Equity and Diversity Committee	This activity supports equity, diversion and inclusion, especially in the context of volunteer involvement in the work of PEO. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output, particularly as it pertains to volunteers .*
80.	**A:** Develops proposals to recognize equity and diversity at the Chapters level. **O:** Award proposal to Council to recognize equity and diversity contributions at the Chapters level.	Equity and Diversity Committee	This activity supports equity, diversion and inclusion, especially in the context of volunteer involvement in the work of PEO. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output, particularly as it pertains to volunteers,*

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81.	**A:** Considers recommendations for President's Award for non-engineers who have demonstrated extraordinary support for or promoted public awareness of the engineering profession. **O**: Award recipient recommended to Council for approval.	Executive Committee	PEO grants awards to recognize excellence and achievement in various aspects of the organization's work – even, as here, to non-engineers. Awards also serve to highlight the engineering profession and to raise the profile of PEO itself. *It is not necessary or fit for a regulatory purpose for this activity and output to exist or to be assigned to a committee.*
82.	**A:** Trains ERC members on how to conduct interviews etc. **O:** Interview and related training programs for ERC members.	Experience Requirements Committee	Interviews support the role of ERC as a committee anticipated by statute to support the Registrar's decision-making on licensing applications. They are not mandatory. *The activity correlates to part of ERC's current function, but it is not fit for a regulatory purpose for a committee to perform this activity or produce this output, which could be transferred to staff.*
83.	**A:** Oversees and advises Chapters on engagement with local MPPs **O:** Recommendations and ad hoc assistance to Chapters on matters related to engagement with MPPs	Government Liaison Committee	Interactions with politicians raise the profile of the organization and of the engineering profession. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
84.	**A:** Oversees the development of government relations communications tools such as newsletters Engineering Dimensions articles, etc. **O:** Newsletters, articles, etc. produced with committee oversight.	Government Liaison Committee	Information about interactions with politicians and government officials serves to raise the profile of the organization and of the engineering profession. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
85.	**A:** Plans Queens Park reception to educate MPPs on role and work of PEO and discuss regulatory issues. **O:** Queens Park reception for MPPs and PEO representatives.	Government Liaison Committee	Interactions with politicians raise the profile of the organization and of the engineering profession. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
86.	**A:** Reviews and attempts to resolve significant staff HR issues **O:** Resolutions or recommendation (to Registrar?) on significant staff HR issues	Human Resources Committee	Under the Act, Council appoints a Registrar (and may appoint one or more Deputy Registrars to support that function). Staff ultimately report to the Registrar, who is responsible for dealing with staff HR issues as they arise. *It is not necessary or fit for a regulatory or governance purpose for a committee to perform this activity or produce this output*
87.	**A:** Reviews and attempts to resolve significant volunteer HR issues **O:** Resolutions or recommendations on significant volunteer HR issues	Human Resources Committee	PEO has various volunteer functions, most of which are not directly prescribed by the Act. *It is not necessary or fit for a regulatory or governance purpose for a committee to perform this activity or produce this output, particularly with respect to volunteers.*

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88.	A: Considers submissions from Chief Building Officials related to the requirement for a services of an architect and/or professional engineer related to general design or review. O: Replies to questions and comments from CBOs	Joint Liaison Committee	This activity encourages the most effective and harmonious use of the skills of various professions involved in construction. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output, which could be transferred to staff.*
89.	A: Prepares bulletins to building officials to provide clarity on emerging issues and/or disputes. O: Bulletins prepared and issued.	Joint Liaison Committee	This activity encourages the most effective and harmonious use of the skills of various professions involved in construction. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output, which could be transferred to staff.*
90.	A: Builds and strengthens relationships between PEO and OSPE and provides a forum for the resolution of disputes. O: Disputes resolved.	Joint Relations Committee	This activity encourages positive relations between the regulator and one of its stakeholder groups and is intended to function as an informal "dispute resolution" mechanism on issues of mutual interest to the regulator and the profession. It is not required by the statute, nor does it preclude other types of interactions between PEO and OSPE or similar organizations. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*
91.	A: Organizes Regional Congress to filter Chapters issues to Councillors and relay regulatory information to the engineering community. O: Regional Congress held, inputs received, regulatory information relayed.	Regional Councillors Committee	This activity links Chapters to PEO's governance structure. The work of Chapters is typically not connected to either regulation or governance. *It is not necessary or fit for a regulatory or governance purpose for a committee to perform this activity or produce this output*
92.	A: Chapters business plans analyzed for allocation of funds to Chapters. O: Chapters funded.	Regional Councillors Committee	This activity links Chapters to PEO's governance structure. The work of Chapters is typically not connected to either regulation or governance. *It is not necessary or fit for a regulatory or governance purpose for a committee to perform this activity or produce this output*
93.	A: Plans volunteer leadership conference for Chapter and committee leaders, in conjunction with PEO AGM O: Volunteer leadership conference held.	Volunteer Leadership Conference Planning Committee	This activity supports volunteer roles in carrying out the work of PEO at various levels. Such volunteer roles are not prescribed by the legislative framework. *It is not necessary or fit for a regulatory purpose for a committee to perform this activity or produce this output*

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Appendix B: Work plan

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RCC Working Group: Chapters Risk Assessment

Project Timeline

April/May 2022
Project Design
Design risk & mitigation assessment

October 2022
RCC Presentation
Compile data into draft report and present at RCC

Jan 2023
Plenary Meeting
Discuss motion

1

3

5

7

March 2022
RCC Onboarding
Seek RCC support and form working group

2

June - Sept 2022
Chapter Consultation
Conduct risk & mitigation assessments at congresses

4

Nov/Dec 2022
Final Report to GNC
Submit to GNC with recommended motion

6

Feb 2023
Council Meeting
Vote on final motion

✳ Checkpoint/updates at regular GNC meetings: May, July, Sept

◆ Chapter Leaders Conference

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Appendix C: Risk Management Plan

RISK MANAGEMENT PLAN

Regional Councillors Committee

Working Group: Chapter Risk Assessment

1.1 Document Purpose

This document describes the RCC's working group's Risk Management Plan for Chapters and their activities.

1.2 Document Scope

Proper risk management is crucial to a success. This Risk Management Plan sets out a framework for the proper management of risk associated with PEO chapter activities.

1.3 Document Objectives

The main objectives of the Risk Management Plan are:

- To establish risk categories
- To define the probability and impact of risk
- To set out an exposure matrix
- To describe stakeholder tolerances
- To set a risk rating for activities
- To assign mitigation actions

1.4 Risk Identification

The first step in managing risk is to identify specific risk events. Once the project scope has been outlined, the working group will undertake an unstructured risk identification brainstorming session. Following this, a wider consultation will take place with chapter volunteers.

1.5 Risk Register

The second step further develops a better understanding of the risk with an aim to identify the most serious risks. Once risks are identified they are to be entered in the Risk Registry.

The Risk Register details all identified risks, including description, category of risk, probability of occurrence, impact, responses, ratings and mitigation plans.

Once the RCC believe they have a suitable list of risks, they will consult with chapter volunteers on the probability and impact of risk, any missed risks, and the mitigation options and actions. Several tools will be used to assist with this. They are defined herewith.

1.5.1 Categories

- Reputational
- External (Public)
- Safety
- Financial
- Legal

1.5.2 Probability Thresholds

Subsequently each risk area is analyzed to determine the probability of the risk to occur and the impact to PEO if it does. Table 1 provides guidance on the thresholds that may be used to determine the probability of an identified risk to occur.

Table 1 Probability Thresholds

Probability	Definition	Numerical Representation
1 – Unlikely	Risk has a low probability of occurring or is not expected to occur.	1% - 10%
2 – Possible	Risk may happen or could occur at some time.	11% - 50%
3 – Likely	Risk has a high probability of occurring or will probably occur in many circumstances.	51% - 90%
4 – Almost Certain	Expected to occur in most circumstances.	91% – 99%

1.5.3 Impact Assessment

Each risk is assigned an impact level, ranging from Insignificant to Major. Table 2 provides guidance on some criteria that may assist RCC in assessing the Impact Level of Risks in various categories

Table 2 Impact Assessment

Impact Level	Examples
4 -Severe *Would stop achievement of functional goals / objectives*	-Significant loss of stakeholder trust. Public outcry for removal of PEO officials. -High financial impact, low strategic value -Criticism by external groups -Impact on morale of staff, volunteers, licence holders -Significant difficulties providing service
3 - Major *Need RCC attention*	-Significant financial impact – might require justification on value of services. -Possible question of confidence from the public, staff, members, and/or volunteers.
2 – Moderate *Manage by routine procedures*	- Possible disruption at an event - Minor unfavourable attention - Minor operational or financial impact
1 – Insignificant *Little to no effect*	- Administrative error - Timing delay

1.5.4 Risk Level

When using Probability and Impact to determine Risk Level, a Risk Matrix is a useful tool. On such a matrix (Table 3), the prioritization or ranking of risks is based on the analysis that was completed to determine the probability and impact of the identified risks. The risks are mapped into the following grid to determine the overall threat to PEO's ability to accomplish its objectives. The intent of this matrix is to assist decision-making and prioritization as it identifies the risks that need to be actively managed.

Table 3 Risk Matrix

| PROBABILITY		Insignificant (1)	Moderate (2)	Major (3)	Severe (4)
	Almost Certain (4)	Medium	High	**Extreme**	**Extreme**
	Likely (3)	Low	Medium	High	**Extreme**
	Possible (2)	Low	Medium	High	High
	Unlikely (1)	Low	Low	Medium	Medium
		Insignificant (1)	**Moderate (2)**	**Major (3)**	**Severe (4)**
		IMPACT			

1.5.5 Approach: Risk Response Development

The final step involves developing a plan for each risk to either reduce the likelihood of occurrence or to minimize or eliminate the impact of a risk should that risk occur. Once risk events are defined and assessed they are classified as follows: accept, monitor, or mitigate

A response is developed for each risk depending on its classification. As there may be several risks that could affect the organization, the leadership must decide on a threshold for risk response planning. PEO has established three generic risk response strategies as follows:

(1) **Accept** – **This applies to risks that are assessed as "Low".** An acceptance or "do nothing" approach may be employed when the effort to mitigate or eliminate the risk is not justified. In this case, the strategy is to either develop a contingency plan to execute when the event happens or to do nothing until the risk occurs and then react to deal with its impact.

(2) **Monitor** – **This applies to risks that are assessed as "Medium".** Risks that are not within tolerable limits but **require management through mitigation measures** and possible change. These must be monitored closely.

(3) **Avoid** – **This applies to risks that are assessed as "High".** The strategic value is questionable and the probability of risk is significant. Action must be taken to **reduce or avoid** the probability that the risk will occur and/or to limit the impact should the risk occur. These risks must be monitored following the implementation of such mitigation measures as transfer and avoid. The final step involves developing a plan for each risk to either reduce the likelihood of occurrence or eliminate the impact of a risk should that risk occur.

(4) **Eliminate – This applies to risks that are assessed as "Extreme".** The strategic value is too low and the probability of risk is too high. It is not sustainable for the organization to adopt or support such high risks.

The selection of the best risk response will depend on a number of factors:

a) Are the risks within tolerable limits?

b) If not, can you do anything to better manage the risks?

c) If the risks are within your control, what mitigation activities can you implement? At what cost?

d) If the risks are not within your control, can they be escalated or simply accepted? Alternatively, do/should you develop a workaround strategy?

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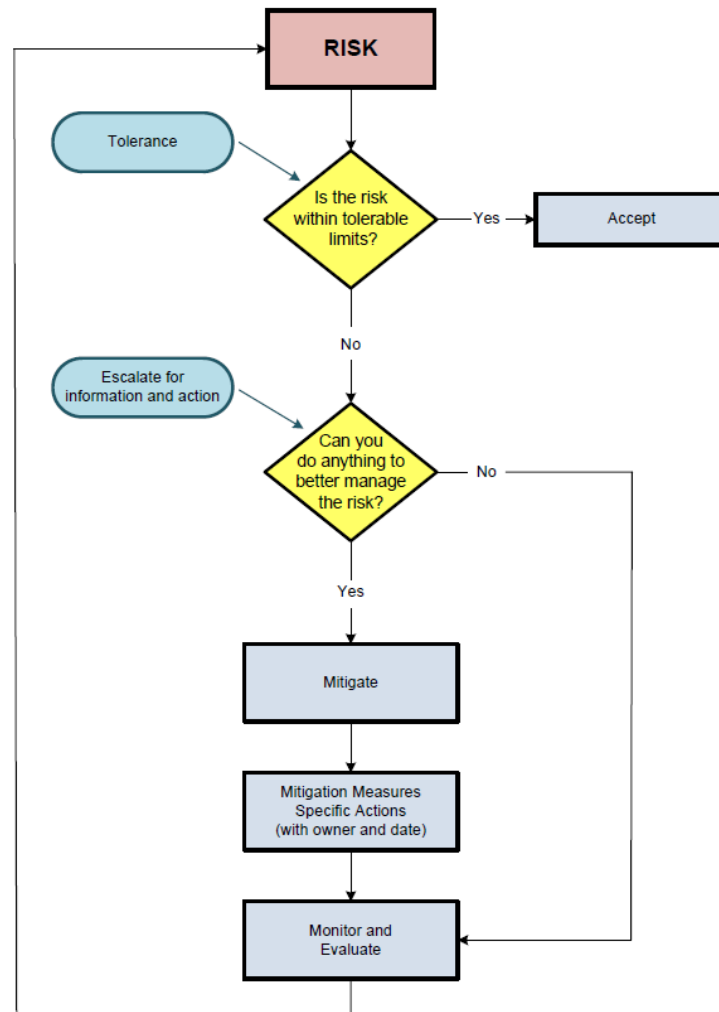
Appendix D: Risk Registry, final summary

RISK REGISTER
PROJECT NAME: RCC WORKING GROUP: CHAPTERS RISK ASSESSMENT
PROJECT MANAGER: Luc Roberge   **Please note: ratings are given for a pre-mitigation environment
Staff support: Julie Hamilton

Use the pull down menu

ID #	Activity (from Activity Filter unless N/A)	Output (from Activity Filter unless N/A)	Possible Risks	Probability	Impact	Risk Level	Accept	Monitor	Reduce	Eliminate
65	Chapter AGM	Election of chapter executives	Misrepresentation of PEO by chapter board to chapter members, inappropriate comments made by guest speaker, incorrect financial information provided to membership, nominating committee creates barriers.	Unlikely	Moderate	Low	X			
66	License Certificate Presentations	Certificates presented to new members who choose to receive certificates from local chapters	Licence holders do not receive invitations, Chapter does not hold frequent presentations, guest speaker has poor experience which reflects negatively on PEO, licence holders perceive acts of non-inclusion, guest speakers misrepresent PEO.	Unlikely	Major	Medium		X		
67	PEO seminars	Seminars hosted by chapters (often with PEO Staff facilitator) to help explain regulatory requirements	Misrepresentation of regulatory policies by chapter volunteers, stakeholder is upset with information and presents as a physical threat to volunteers, chapter volunteers offer to solve individual licensing problems of applicants.	Possible	Moderate	Medium		X		
68	Technical seminars	Seminars and tours conducted by industry experts to demonstrate/explain new or current technical and engineering content	Threat to personal safety, PEO's core values not reflected in hosting group, licence holders view focus of seminar as official PEO support, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s)	Unlikely	Moderate	Low	X			
69	Networking events for members and EITs	Summer picnics, golf and curling tournaments, IMAX viewings, etc.	Negative press coverage of event, mixed signals to members regarding use of financial resources, event is seen as non-inclusive, location is not accessible, threat to personal safety.	Unlikely	Moderate	Low	X			
70	Education outreach for JK to Gr.12 students	Outreach programs on engineering delivered to school groups both in school and outside of school locations	AODA adaptations are not included, volunteers misrepresent PEO, volunteers present old-fashioned technologies, volunteers are accused of inappropriate behaviour	Unlikely	Major	Medium		X		
71	30x30 events at the Chapter level	Talk to license holders and EITs about the purpose and goals of 30x30 initiative	Chapter volunteers misrepresent PEO licensing, chapter members perceive non-inclusive treatment.	Unlikely	Insignificant	Low	X			
N/A	GLP events [In conjunction with Government Liaison Program]	GLP volunteers talk to politicians in their constituency who in turn engage with chapter members	Volunteers misrepresent PEO to MPPs, volunteers act in a partisan manner on behalf of PEO, MPPs question the value of attending chapter events	Likely	Moderate	Medium		X		
N/A	Licensure Assistance Program (LAP) [In conjunction with Engineering Interns Program]	Chapter volunteers provide 1:1 assistance and instruction for EITs seeking licensure	Chapter volunteer provides incorrect licensing information to applicant, PEng applicant accuses chapter of non-inclusive behaviour, PEng applicant blames chapter for licensing delays.	Possible	Moderate	Medium		X		
N/A	Chapter websites and social media	Chapter volunteers write and post copy to chapter websites and social media platforms	Chapter websites are not current, chapter websites present an unprofessional view of PEO the regulator, PEO is accused of unfair treatment because some chapters do not provide social media as a means of communication	Likely	Moderate	Medium		X		
N/A	Scholarship competition	Select gr.12 students entering a CEAB engineering program and award RCC sponsored $1,500 per chapter	Poor distribution of scholarship information to eligible students, conflict of interest in selection of recipients, students accept funds under false pretences	Possible	Moderate	Medium		X		
N/A	Event sponsorship	Chapters partner with engineering and community groups for event sponsorship.	Conflict of interest between engineering firm and PEO the regulator, auditor flags sponsorship income as problematic, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s).	Possible	Major	High			X	

*The working group and chapter volunteers assessed a total of 63 possible risks encompassing Reputational, External, Safety, Financial and Legal categories. A complete list is available here.

Appendix E: Benefits of chapter activities, as contributed and confirmed at October 2022 CLC

1. AGM

Benefits:

Chapter AGMs provide a level of accountability of chapter operations to chapter members. Chapter elections at AGMs provide volunteer leaders to operationalize local chapters. They facilitate communication to licence holders. AGMs are an opportunity for Recognition. They foster member involvement and support chapter essential purposes like Grassroots Participation. They are a venue to share thoughts, recruit volunteers for all aspects of PEO including Council and committee, showcase PEO's updates and provide succession planning.

2. Licence Certificate Presentations

Benefits

Ceremonies create licence holder pride in protecting public safety, which in turn supports PEO's mandate. Ceremonies launch communication possibilities with new licence holders and expose them to the executive path. They provide awareness of PEO's principal and additional objects, to both chapter members and special guests.

3. PEO Regulatory Seminars

Benefits

Regulatory seminars provide a direct channel for the dissemination of information. They support PEO's additional objects by maintaining standards of knowledge, practice and ethics. They create and encourage informed licence holders which supports compliance.

4. Technical Seminars

Benefits

Tech seminars engage licence holders and support PEO's additional objects. They showcase PEO's legislated mandate to external stakeholders and support cross-discipline knowledge transfer. They provide continuing professional development opportunities, which in light of the new mandatory CPD will assist with retention and support the role-out. They also support standards of knowledge, skill and practice.

5. Networking events

<u>Benefits</u>

Networking activities support licence holder and EIT engagement and promote public awareness of the role of the regulator. They attract new volunteers that might not pay attention to PEO, and provide a mechanism for higher level volunteering to support the self-regulated environment. They foster inclusivity and diversity and create a connection to local licence holders and EITs. These activities also encourage chapter members to better understand volunteer training requirements. Networking events encourage more diverse representation at PEO.

6. Education Outreach

<u>Benefits</u>

Educational outreach supports the additional object of promoting public awareness. It lays a long road of licensing awareness for future licence holders. Activities support 30x30 initiatives and diversity. It builds public trust in the regulator and its licence holders. Educational outreach helps the public understand the role of PEO and the need for licensure.

7. 30x30

<u>Benefit</u>

These activities support PEO's dedication to diversity, equity and inclusion. They also support the mandate of protecting public interest and safety. 30x30 events provide public information to employers which creates a better understanding of the role of the regulator.

8. GLP events

<u>Benefits</u>

GLP activities raise government's awareness of PEO's ability to self-regulate. GLP increases public knowledge, licence holder/EIT knowledge on PEO's mandate. GLP activities promote open dialogue between the government and the regulator, which in turn fosters good working relationships, which are needed for mutual understanding of the scope of the Professional Engineers Act.

9. LAP

<u>Benefits</u>

Supports PEO's role as the regulator. Supports changes to licensure and improved accessibility to licensure. Provides access to information for EITs. Chapter LAP provides direct links between PEO and applicant.

Chapter websites

<u>Benefits</u>

Chapter websites support licence holder awareness and engagement. They promote public awareness and raise the profile of the regulator with information about local activities. They provide communication options to PEO licence holders and EITs. Local websites provide clarifying information on the role of PEO with contact information. Professional online presence supports communication and grassroots participation.

Scholarships

<u>Benefits</u>

Scholarships support public awareness of the regulator. Scholarships are an engagement and outreach tool that create open dialogue with communities throughout Ontario. They raise awareness of professional licensure.

Event sponsorship

<u>Benefits</u>

Fosters community outreach and engagement. Opportunities for PEO to work with other organizations. Raises visibility and awareness of regulatory mandate. Supports grassroots participation.

Briefing Note – Discussion

PEAK/Mandatory CPD Update

Prepared by: Eric Chor, Research Analyst

A presentation on this topic will be provided at the Plenary session.

Association of Professional
Engineers of Ontario

Briefing Note – Discussion

FARPACTA Compliance Project

Prepared by: Eric Chor, Research Analyst

A presentation on this topic will be provided at the Plenary session.