



Professional Engineers
Ontario

CEO/ REGISTRAR UPDATE

NOVEMBER 16 & 17, **2023**

CEO/REGISTRAR UPDATE



As we approach the end of 2023, I would like to take a moment to reflect on PEO's many accomplishments over the year, many of which I talk about throughout my report. This report is my final update to Council for 2023; I would like to take this time to recognize how fortunate I am to work alongside so many talented and dedicated staff, volunteers and councillors, all of whom have made 2023 a success for PEO.

May the year ahead be filled with many more exciting challenges and groundbreaking achievements. I extend my warmest wishes and toast to a new year brimming with hope, health, and happiness!



CEO/Registrar Jennifer Quaglietta (front row, third from the left), President Roydon Fraser (front row, fourth from the left) and councillors attending the September Council meeting in person take time to pose for a photo.

(l to r) Lieutenant Governor appointee Uditha Senaratne, Parliamentarian Justin Pappano and Lieutenant Governor Appointee George Nikolov, during a break at the September Council meeting

PEO MOVES FORWARD ON 30 BY 30

Of our many successes this year, it is important to recognize that there are many challenges that PEO needs to continue to address. I would like to start by discussing an issue of importance to PEO—the retention and promotion of women in the profession. This is a complex but vital area that requires the attention and continued cooperation of various stakeholders—engineering faculties, engineering employers and PEO.

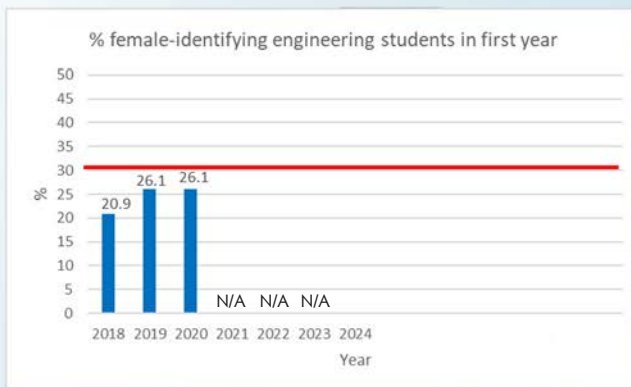
Women continue to be underrepresented in engineering, representing just 13.1 per cent of all PEO licence holders in 2022, despite representing roughly half of the province’s population. The 30 by 30 movement was initiated by the Association of Professional Engineers and Geoscientists of Alberta in 2010 and subsequently adopted by Engineers Canada and all provincial and territorial engineering regulators. Its goal is to have women comprise 30 per cent of newly licensed engineers by 2030 for each provincial and territorial engineering regulator. The good news is that Canada and Ontario have reached the 20 by 20 milestone, when, in 2020, 20 per cent of newly licensed engineers across Canada identified as women. This gives us some cause for hope. Regardless, it remains a significant challenge for PEO, like the other engineering regulators across the country, to meet the 30 by 30 target, given the short timeframe and the need for women candidates to satisfy both the educational and experience requirements before applying. We will continue to report to Council on our progress towards this goal.

On September 26, I had the pleasure of joining PEO’s annual 30 by 30 update, which was attended virtually by various stakeholders and interested parties, including representatives from PEO, Engineers Canada and engineering employer champions. At the update, we were joined by Sonia Kang, PhD, professor of organizational behavior and human resource management at the University of Toronto and faculty research fellow at the Rotman School of Management’s Institute for Gender and the Economy; and Joyce He, PhD, assistant professor of Management and Organizations at the Anderson School of Management at the University of California Los Angeles. PEO has partnered with Kang and He to perform a gender audit of PEO’s licensing process. During the first phase of their audit, which was conducted over a year ago during PEO’s legacy licensing process, Kang and He identified that although women-presenting applicants are as successful at completing the academic component for licensure as men-presenting applicants, women-presenting applicants don’t fulfill the experience component of licensure at the same rate. The second stage of the audit will include additional in-depth interviews with past applicants to better understand their experiences in the PEO licensure process. I am interested to review the audit’s final findings, particularly in light of PEO’s amended licensing process, as earlier this year, changes were introduced to meet provincial criteria under the *Fair Access to Regulated Professions and Compulsory Trades Act*.

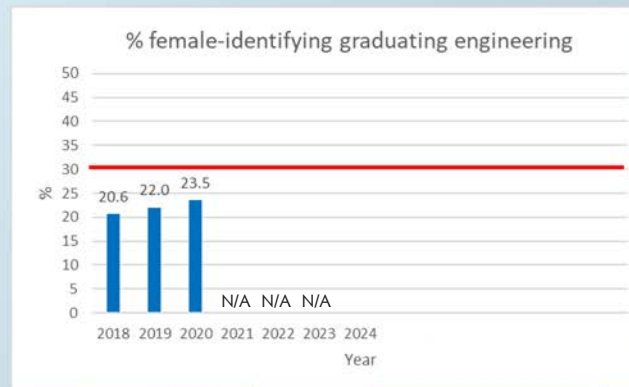


Female-Identifying Engineering Students

First-Year Engineering Students



Graduating Students



NOTE: Survey conducted every two years; 2021 and 2022 numbers will be available in late 2023 or early 2024.

A slide from the presentation from PEO’s annual 30 by 30 check in, which took place on September 26.



During a September all-staff meeting, many staff members wore orange to commemorate National Day for Truth and Reconciliation.

NATIONAL DAY FOR TRUTH AND RECONCILIATION

September 30 is recognized across Canada as the National Day for Truth and Reconciliation Day. It honours the children who never returned home and the survivors of residential schools, as well as their families and communities. The observance flows from the Truth and Reconciliation Commission (TRC), which between 2008 and 2015 gave those affected by the legacy of the residential schools a chance to opportunity to share their stories and experiences. The TRC generated 94 calls to action, the vast majority of which have yet to be implemented.

As a responsible regulator and good corporate citizen, PEO is committed to doing its part to support and highlight the outcomes from the TRC. Among other things, we have ensured that PEO staff take time to commemorate the survivors and victims of Canada’s residential school system. On September 20, staff had the opportunity to take part in an Indigenous cultural educational session led by Makatew Workshops. The workshop was followed by an Indigenous-inspired lunch catered by Tea-N-Bannock.

Importantly, from a regulatory perspective, PEO is committed to increasing the representation of Indigenous Peoples amongst its licence holders. Indigenous Peoples represent 2.35 per cent of Ontario’s population yet account for just 0.65 per cent of PEO

PEO ALL-STAFF MEETING AND HALLOWE’EN SOCIAL EVENT

In recognition of the teamwork and strong work ethic of PEO staff, we hosted an all-staff meeting in conjunction with our Hallowe’en social event on October 31. During the meeting, staff—many in costume!—were updated on various topics, such as PEO’s activities during Cybersecurity Month (see p. 15), PEO’s new Licensing Dash-

licence holders. Earlier this year, PEO contracted with Indigenous and Community Engagement, a firm that is working with staff and PEO’s Anti-Racism and Anti-Discrimination Exploratory Working Group to conduct a series of Indigenous consultations and help formulate appropriate strategies in line with PEO’s overall Anti-Racism and Equity Code. In the new year, we will update Council on the work that is being done and the work that lies ahead.



During a workshop with Makatew Workshops, staff had an opportunity to make medicine bags.

board Project (see p. 13) and a well-received presentation from the Communications department. Throughout 2023, PEO has made many steps in its journey of modernization and successful transformation made possible by the commendable efforts of staff over the past year.

FARPACTA UPDATE

On September 12, 2023, PEO’s **Am I ready to apply?** survey was launched. This tool guides prospective applicants interested in finding out if they have the requirements to apply before they begin the application process. As of October 27, 2023, PEO has successfully met the 10-day deadline to acknowledge receipt of all complete applications for the P.Eng. licence. Furthermore, we are on track to issue all P.Eng. licensing decisions within the 180-day deadline. Currently, all applicants are CEAB graduates, since the first technical exam sitting for the FARPACTA-compliant licensing process is Winter 2023.

Between July 1 and Nov 9, 2023, over 5000 candidates started an online application for PEO’s new P.Eng. licensing process. Of these candidates, almost 78 per cent completed their education program outside of Canada. Currently, we have over 500 program verification requests pending, and we look forward to updating the recognized program list as more programs are confirmed.

INVENTORY MANAGEMENT PLAN

All existing provisional licence (PL) holders with the required 48 months of professional engineering work experience have now been issued a P.Eng. licence, as they are now able to satisfy PEO’s current licensing rules, following the removal of Canadian experience requirements. On September 30, Licensing staff also contacted 350 applicants who were eligible for a PL with an invitation to complete a competency-based assessment (CBA), since these applicants are close to achieving licensure. Furthermore, beginning on October 6, Licensing staff began reaching out to a group of applicants who graduated over 48 months ago and have been accumulating work experience. They, too, will be given an invitation to complete a CBA.

NEW LICENSING PROCESS WEEKLY STATS–NOV 7, 2023

Application Type (July 1 st to present)	10-day Completed Application Review	180-day Licensing Decision Review
P.Eng. Applications (n=16)	Current = 100% Required = 90%	Current = 100% Required = 90%
Transfer Applications (n=401) (Mar 31 st to present)	Current = 100% Required = 90%	Current = 97.8% Required = 100% (30-days)
Limited Licence Applications (n=7)	Current = 85.7% Required = 90%	Current = 100% Required = 90%
Temporary Licence Applications (n=11)	Current = 100% Required = 90%	Current = 100% Required = 90%

Figure 1: Application process, milestones, and EDI for week of Nov 7, 2023.

P.Eng. Candidates – Milestone Data (as of 11/07/2023)		
Category	Information	
CEAB Graduates (n=4944)	CEAB Graduates = 12% Non-CEAB Graduates = 88%	
IIDD List Graduates (n=4346) (excludes CEAB)	Yes = 53% No = 47%	
How many candidates have registered for technical exams?	54 candidates registered for the Winter 2023 Sitting	
What sections have candidates completed? (n=4944)	Academics = 3% Experience = 0.6% Identification = 51% Good Character = 40%	
Equity, Diversity, and Inclusion Data (as of 11/07/2023)		
Category	Candidates (n=4944)	Applicants (n=16)
Gender (n=4944)	Male = 84% Female = 15% Other = 0.1% Prefer Not = 0.6%	Male = 88% Female = 12%

UPDATES TO PROFESSIONAL ENGINEERS ACT

PEO has the statutory authority to make regulation changes, in consultation with the provincial government. Proposing name changes in the Legislative Assembly of Ontario to the *Professional Engineers Act* (PEA) is the exclusive purview of the government, although it does consult and are generally responsive to our requests.

Under Schedule 15 of Bill 139, the *Less Red Tape, More Common Sense Act, 2023*, introduced on October 19, 2023, the provincial government has proposed certain changes to the PEA. PEO's request to the government for these proposed changes to modernize and improve operational and procedural performance was approved by PEO Council on February 18, 2022.



The proposed changes to the PEA requested by PEO include:

- Replacing paragraph 13 of subsection 7(1) to give Council the authority to make regulations, subject to Cabinet approval, requiring holders of all types of licences and certificates of authorization to provide information necessary for mandatory initial and annual reporting and audits;
- Amending subsection 14(2)(b) to more expressly allow the registrar to refuse to issue a licence to an applicant who does not meet the requirements or the qualifications for the issuance of the licence set out in the regulations. This addresses what might have been construed as an inadvertent removal of this power by the government in a previous PEA amendment. Regardless of any ambiguity, PEO has continued to advise applicants of their non-qualification and their right to request a registration hearing;
- Amending subsections 19(3), 24(4) and 43(1) to provide PEO with the ability to deliver documents by email to licensees, applicants and holders; and
- Amending subsections 33(10) and (11) to improve the efficiency of the Complaints Committee by allowing it to take action on a registrar's investigation report without needing to undertake further investigation, specifically, to refer or not refer the matter to the Discipline Committee, or other actions within the authority of the Act.

The government is also proposing the following changes to the PEA:

- Amending subsection 7(1) and adding a new section 46 to provide the registrar with the authority to approve forms for the purposes of the PEA and require their use. This is a housekeeping item that was also referenced during discussions with the government of changes to Regulation 941 to remove the Canadian experience requirement (as per the policy intent approved by Council on March 31, 2023); and
- Replacing references to the "attorney general" by "minister," as requested by the government.

For an excerpt from Bill 139, see Appendix A.

PEAK UPDATE

This summer, PEO surveyed licence holders about PEAK’s current and future states. This engagement demonstrates our commitment to a continuing professional development program that protects the public interest while accounting for licence holders’ individual circumstances. The survey results will be posted on PEO’s website by December, alongside the 2022 survey results.

As per Council’s decision in September, PEO will exempt engineers in the fee remission program, 97 per cent of whom are retirees, from any PEAK requirements. However, it is important to stress that engineers in the fee remission program are still subject to the PEA and its regulations in all other respects.

PEO recently informed licence holders about the upcoming 2024 rules for PEAK. Nearly 89,000 licence and limited licence holders received an electronic communication on October 4 and a letter on November 1 reminding them of their PEAK requirements in 2024. On October 5, nearly 13,000 fee remission licence holders were informed via electronic communication of the upcoming PEAK exemption that will apply to them as of 2024.

As of January 1, 2024, the beginning of the next PEAK cycle, PEAK will reflect the new rules, features, exemptions and new professional practice module. Over time, we will continue to introduce enhancements to the user interface to assist licence holders as they satisfy their annual PEAK requirement.

OTHER UPDATES AND WHAT’S NEXT

Throughout 2023, PEO has been working on program adjustments and additions as well as enhancements to the user experience for

licence holders. Some of these have been previously mentioned to Council. The major changes are summarized here.

Licence status terminology: Starting in 2024, two new licence status labels will be implemented: “eligible to practise” and “not currently eligible to practise.” They will replace the existing terminology. A campaign announcing the new terminology is planned for early 2024.

CPD admissibility:

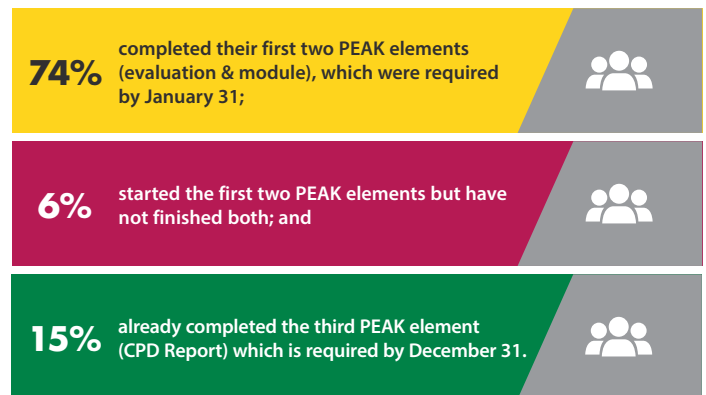
- More CPD options: From 2024, two areas of CPD learning will be available to licence holders: priority CPD and supplementary CPD;
- Mandatory CPD: At least 80 per cent of CPD targets must be met using priority CPD activities that maintain or enhance licence holder competence to practise professional engineering, which is the primary intent of the PEAK program; and
- Optional CPD: The supplementary category is new and will help licence holders satisfy their CPD reporting requirement faster because PEAK will accept some supplementary CPD activities if these complement their professional engineering practice. Supplementary CPD will include learning about project management, contract administration, business management, leadership and non-engineering communications and health and safety knowledge.

Module #2: On January 1, 2023 the second annual PEAK course will be available to licence holders. It is tentatively titled “Responsibility for professional engineering work” and will offer an immersive, interactive learning experience for our licence holders.

PEAK COMPLIANCE FOR 2023

Below are notable statistics from the first year of mandatory PEAK.

As of October 15:



STRATEGIC PLAN

PEO's 2023–2025 strategic plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 23 initiatives are planned and underway for 2023. As of November 2023, deliverables for 20 initiatives have been completed, and an additional three are progressing per plan against

a completion timeline of December 2023. Development and budgeting for the 2024 Operational Plan has been completed per operational budget processes, and the 2023-2025 Strategic Plan outlining initiatives planned for 2024 is included for reference.

OPERATIONAL PLAN STATUS REPORT AS OF NOVEMBER 2023

Goals	Sub Goals	Activities	Status			
			NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/approach				
		1.1.1 FARPACTA tech solution - Phase 1 & 2*				
		1.1.2 FARPACTA process				
		1.1.3 Change management and communications				
		1.1.4 Measure FARPACTA compliance				
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)				
1.3. Ensure licensing reflects EDI values	1.3.1 EDI - Phase 1 (audit, supports)*					
	2.1 Update/develop standards, guidelines	2.1.1 Establish policy development framework/process				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection & management	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure EDI values reflected	2.3.1 Organizational EDI strategy				
		2.3.2 HR high performance team roadmap				
		2.3.3 Modernize payroll processes				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.6 Review financial controls				
		2.3.7 Develop Customer Service Model				
	3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual			
3.2 Ensure committee/council evidence for decision-making		3.2.1 Strategic plan reporting				
		3.2.2 RM framework				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan				
		4.1.2 Council engagement session				
		4.1.3 Stakeholder engagement session(s)*				

Figure 2: Operational Plan Status Report as of November 2023

NOTE: Initiatives indicated with an * are progressing per plan against a completion timeline of December 2023.



Goals	Sub Goals	Activities	2023	2024	2025
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/approach			
		1.1.1 FARPACTA tech solution - Phase 1 & 2		*	
		1.1.2 FARPACTA process (licensing and compliance)		*	
		1.1.3 Change management and communications			
	1.2 Review licensing processes; implement changes	1.1.4 Measure FARPACTA compliance			
		1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
	1.3. Ensure licensing reflects EDI values	1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
		1.3.1 EDI - Phase 1 (audit, supports)			
2. Optimize organizational performance	2.1 Update/develop standards, guidelines	1.3.2 EDI - Phase 2 (best practices implementation)			**
		2.1.1 Establish policy development framework/process			
	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap			
		2.2.2 Data governance model			
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.1 Organizational EDI strategy		*	
		2.3.2 HR high performance team roadmap			
		2.3.3 Modernize payroll processes		*	
		2.3.4 Communications strategy (value, EDI)		*	
		2.3.5 Modernize budget processes			
		2.3.6 Review financial controls			
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	2.3.7 Develop Customer Service Model			**
		3.1.1 Review/revise board manual			
	3.2 Ensure committee/council evidence for decision-making	3.1.2 Review/revise board orientation			
		3.2.1 Strategic plan reporting			
	3.3 Establish metrics for governance performance	3.2.2 RM framework		*	
		3.3.1 Review governance committee evaluations			
		3.3.2 Annual assessment council effectiveness			**
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan			
		4.1.2 Council engagement session			
		4.1.3 Stakeholder engagement session(s)		*	
	4.2 Undertake research	4.2.1 Legislative/reg/legal review			
		4.3.1 Draft new vision			
	4.3. Develop proposed vision for consultation	4.3.2 Post vision consultation			

Count: 23 21 7

NOTE: Items marked with an (*) represent initiatives started in 2023 and expected to progress per schedule in 2024. Items marked with an (**) represent initiatives scheduled to begin per plan in 2025.

Figure 3: PEO's 2024 Operational Plan

ARC REVIEWS

The accumulation of applications requiring academic assessment as of October is over 2700 files. ARC and staff will continue to work together to process these applications, and the backlog is expected to decrease throughout 2024, as applications are no longer accepted in the legacy system. The average number of ARC assessments for 2023 is 214 per month.

ERC REVIEWS

As of early October 2023, an average of 27 assessments per month were held in the last six months. If the ERC continues at the recently demonstrated rate of assessments, it will take approximately 12 months to work through the projected accumulation* of files that currently resides at the ARC stage.

*As the accumulation of files are at the ARC stage, these numbers are based on the historical projected percentage of referrals.

FINANCE

	2023 Actual	2022 Actual	Variance
TOTAL REVENUES	\$27,857,121	\$22,600,746	\$5,256,375
Operations expenses	\$21,422,938	\$18,953,076	-\$2,469,862
Special project exp	\$2,044,629	\$2,180,668	\$136,039
TOTAL EXPENSES	\$23,467,567	\$21,133,744	-\$2,333,823
Excess of Rev over Exp	\$4,389,554	\$1,467,002	\$2,922,552

Figure 4: Revenues and expenses as of September 30, 2023

	2023 Actual	2022 Actual	Variance
Cash	\$10,186,356	\$7,422,511	\$2,763,845
Other current assets	\$611,506	\$664,440	-\$52,934
Marketable securities	\$27,986,398	\$26,438,839	\$1,547,559
Capital assets	\$27,492,082	\$28,705,007	-\$1,212,925
Total assets	\$66,276,342	\$63,230,797	\$3,045,545
Current liabilities	\$14,421,039	\$15,390,720	\$969,681
Long term debt	-	\$635,103	\$635,103
Employee future benefits	\$13,260,100	\$11,250,250	-\$2,009,850
Net assets	\$38,595,203	\$35,954,724	\$2,640,479
Total liabilities & net assets	\$66,276,342	\$63,230,797	\$3,045,545

Figure 5: Assets and liabilities as of September 30, 2023

For the nine months ending September 30, 2023, revenues earned were \$27.9 million, and expenses incurred were \$23.5 million, resulting in an excess of revenue over expenses of approximately \$4.4 million, as shown in Figure 4. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$5.3 million is largely attributable to a higher-than-expected investment income, an increase in P. Eng applications, registration and exams revenues and also due to affinity revenues, which PEO has started receiving from July, this year onwards.

On the expenses side, there were \$23.5 million in total expenses for the nine months ending September 30, 2023, versus a spend of \$21.1 million during the same period in the prior year. The increase

in expenses is mainly due to higher spend on staff salaries and benefits, legal (corporate, prosecution and tribunal) expenses, contract staff and chapters.

Figure 5 shows cash reserves of approximately \$10.2 million and an investment portfolio of \$28 million as of September 30, 2023, in comparison to cash reserves of \$7.4 million and an investment portfolio of \$26.4 million, respectively as of September 30, 2022.

REMISSIONS AND RESIGNATIONS

The data in Figures 6 and 7 show the monthly breakdown of the number of members seeking fee remission in 2023 and 2022, respectively. In 2023, the average monthly number of members seeking remissions as of September 30, 2023, is 238, in comparison to 229 for 2022.

As can be seen in Figures 6 and 7, there was an average 214 resignations in 2023 versus 113 resignations in 2022. However, overall, the number of P.Engs as of September 30, 2023, increased by 117 to 87,772 members in comparison to 87,655 members as of September 30, 2022.

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	22	14	11	16	18	10	12	14	26				143	16
Postgraduate	4	4	9	9	8	2	3	8	7				54	6
Unemployment	134	78	121	126	128	83	108	134	100				1012	112
Temporary health	4	1	3	4	4	5	5	2	0				28	3
Permanent health	9	7	4	6	3	2	4	6	3				44	5
Retired	133	118	99	68	110	88	80	79	90				865	96
Total	306	222	247	229	271	190	212	243	226				2146	238
Cumm. Total	306	528	775	1004	1275	1465	1677	1920	2146					
Resignations	362	226	188	268	180	190	155	136	218				1923	214

Figure 6: Remissions and resignations stats for 2023

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	14	10	20	13	21	13	8	17	15	10	18	12	171	14
Postgraduate	7	8	5	12	14	4	6	2	8	13	6	3	88	7
Unemployment	161	106	146	142	113	107	104	129	109	124	116	83	1440	120
Temporary health	7	4	3	5	5	7	4	0	2	1	2	5	45	4
Permanent health	2	1	9	4	3	1	2	9	3	3	5	3	45	4
Retired	84	99	88	51	80	76	47	93	90	56	93	101	958	80
Total	275	228	271	227	236	208	171	250	227	207	240	207	2747	229
Cumm. Total	275	503	774	1001	1237	1445	1616	1866	2093	2300	2540	2747		
Resignations	111	79	90	79	108	95	77	110	141	84	159	222	1355	113

Figure 7: Remission and resignation stats for 2022

CUSTOMER SERVICE

In September 2023, our customer service team continued to effectively manage inquiries, with 74.5 per cent via email, 24.1 per cent through phone calls and 1.4 per cent from walk-in visits. Notably, our front-line team consistently achieved over 90 per cent direct resolution of email inquiries. Technical issues were the primary subject of email inquiries. Phone calls predominantly focused on inquiries related to the new licensing process, as well as queries about the PEAK program.

We continue to centralize our inquiry management system and explore additional customer service improvements. Our aim is to create a satisfactory customer journey while allowing PEO to identify and respond to ongoing stakeholder concerns. We are analyzing customer service data to ensure that we continue to meet our

customers' needs. The inclusion of this second-level analysis will provide us with a broader perspective on our customers' requirements, enabling us to optimize our service delivery.

Beyond quantitative metrics, our customer service team is now proactively tracking various qualitative indicators and actively soliciting customer feedback. We're introducing post-inquiry surveys to collect valuable insights following customer service interactions. By integrating both qualitative and quantitative data, we are creating an additional layer of measurement to finetune our services. This approach ensures we strive to consistently deliver the highest level of service quality and an exceptional experience for our valued customers.

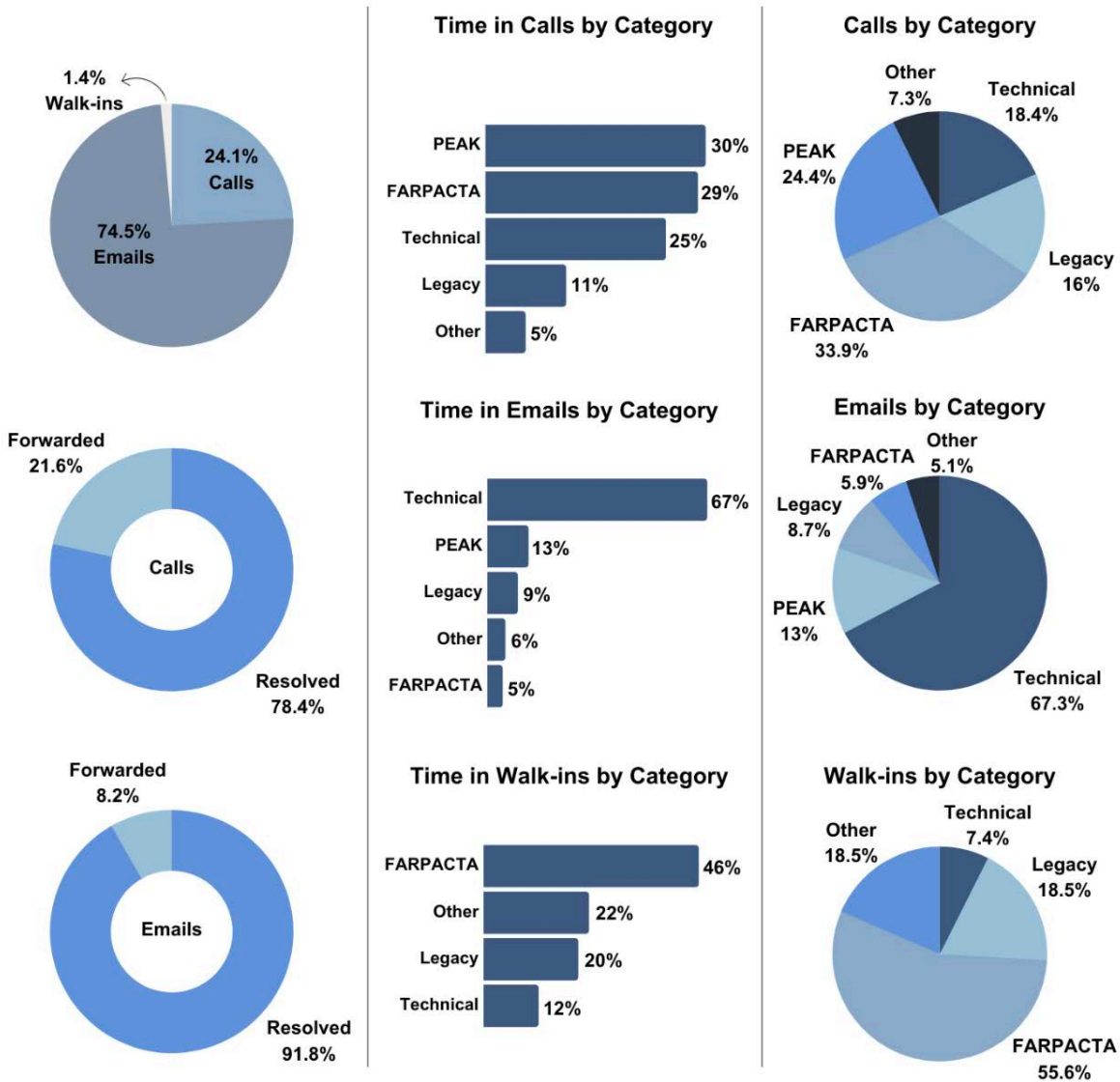


Figure 8: Customer Service Dashboard November 2023.

CHAPTER OFFICE



EVENT ENGAGEMENT MODEL

We are pleased to announce the development of a new initiative designed as a way to engage stakeholders across all regions and chapters. This program will support PEO staff in attending chapter events across the province at all PEO's chapters. Each region will have a minimum of two visits per year, and each chapter will receive a visit at least every three years. This program aligns with the 2023–2025 Strategic Plan, specifically the goal of ensuring stakeholders see relevance and value in PEO through continued dialogue by enabling increased engagement between PEO and licence holders.

PEO values the contributions of local chapters and is keen to collaborate on delivering important messaging from the regulator. This program will also lend support to chapter volunteers who underpin PEO in their communities. Finally, playing an active role in chapter events will enhance communication efforts; staff can share messaging in support of PEO's strategic goals and outcomes.

CHAPTER LEADERS CONFERENCE AND GOVERNMENT LIAISON PROGRAM EVENT

PEO Council is invited to attend both the Chapter Leaders Conference and the Government Liaison Program training summit, both of which take place on Saturday, November 18.

LICENSING DASHBOARD PROJECT

The Licensing operations dashboard launched in September 2023. Currently, we are training staff on how to use this informatic tool to analyze applicant data to support data-driven decision-making, ongoing reporting needs and continuous improvement initiatives across PEO.

This dashboard will enhance PEO's capacity and agility within staff to readily manage and analyze data to meet organizational needs and regulatory objectives while supporting upcoming modernization and organizational performance initiatives.

COMMITTEE ENGAGEMENT PROJECT

In June 2023, PEO launched an initiative to enhance engagement and collaboration with our important volunteer committees through continuous improvement. The aim of this project is to listen to committee feedback and develop a meaningful action plan to support PEO’s transformation as a modern regulator.

From the members of the 10 statutory committees we approached, we received over 100 responses. The vast majority of committee members provided positive feedback and appreciated the opportunity to share their ideas. PEO staff synthesized the feedback into five themes for improvement, and we are currently reviewing them with the 10 committees to refine the proposed solutions and action plans.

We look forward to launching finalized solutions in early 2024.

DIGITAL TRANSFORMATION JOURNEY



Figure 9: Digital Transformation at PEO

PEO continues to evolve to meet the needs of the public and to respond to an increasingly complex cybersecurity landscape. The need for digital transformation is paramount. PEO’s Digital Transformation Roadmap supports the delivery of the 2023–2025 Strategic Plan and operational deliverables by leveraging technology as a key enabler. It aims to enhance licence holder and staff experience, protect member and staff data, streamline processes and ensure ease of use. Figure 9 highlights the approach to delivery of Digital Transformation at PEO.

Digital Transformation areas of focus include cybersecurity and compliance to protect against potential threats, application architecture

changes to improve performance and data quality enhancements to ensure reliability, as well as infrastructure and operational augmentation to maintain stability. Building on this foundation, the next layer involves optimizing overall IT architecture. This process involves ongoing evaluation of PEO’s IT landscape with the goals of enabling efficiencies and improving the customer journey. Finally, innovation will be further enabled through process optimization leveraging technology where appropriate and through the creation of deeper data insights. With these key changes, PEO strives to continue to serve the public and ensure we deliver optimal service as a regulator.

CYBERSECURITY AT PEO

October is recognized internationally as Cybersecurity Month, and PEO took the opportunity to highlight the importance of organizational cybersecurity. Statistics indicate that 2200 cyber attacks occur each day on average, which equates to one cyber attack every 39 seconds. As threats increase globally, PEO maintains a strong focus on ensuring our assets are protected. In addition to infrastructure and applications awareness and training are essential. To this end, PEO has recently deployed new cybersecurity training modules for all staff.

This is the first time that PEO has organized Cybersecurity Month activities for staff, and I am pleased that the majority of staff were able to participate and learn how to protect against cybersecurity threats.



VOLUNTEER RECOGNITION PROGRAM

In November 2023, PEO will continue to enhance its volunteer recognition program through the introduction of digital badges, which recognize the service that volunteers provide to the regulator. In this program, PEO's volunteer service pins are provided to recognize five, 15 and 20 years of service. The Engineers Canada FEC pin recognizes 10 years of service, and a special sterling silver pin is presented, one time, when a volunteer has 25 or more years of service. Digital badges will be issued on top of the service pins.

There are two core types of digital credentials—digital certificates and digital open badges. Earlier this year, PEO implemented digital certificates for PEO licence holders. Digital badges are designed to be easy to embed and shared across different types of platforms like LinkedIn and other social media.



APPENDIX A

(https://www.ola.org/sites/default/files/node-files/bill/document/pdf/2023/2023-10/b139_e.pdf)

Explanatory Note SCHEDULE 15

PROFESSIONAL ENGINEERS ACT

The Schedule makes various amendments to the *Professional Engineers Act*, including the following:

1. Subsection 7 (1) of the Act is amended to remove regulation-making authority to prescribe various forms for the purposes of the Act. A new section 46 is added to give the Registrar of the Association of Professional Engineers of Ontario authority to approve forms for the purposes of the Act and require their use.
2. Subsections 19 (3), 24 (4) and 43 (1) of the Act are amended to provide for sufficient delivery of documents under the Act to be by mail, electronically or personally.
3. Subsection 33 (10) of the Act is re-enacted so that the results of an investigation under that section by the Registrar of a member of the Association or a holder of a certificate of authorization, a temporary licence, provisional licence or limited licence are to be reported to the Complaints Committee. A new subsection 33 (11) provides for the actions that the Committee may take in response to the report.

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SCHEDULE 15

PROFESSIONAL ENGINEERS ACT

- 1 (1) Paragraph 10 of subsection 7 (1) of the *Professional Engineers Act* is repealed.
- (2) Paragraph 11 of subsection 7 (1) of the Act is amended by striking out “and prescribing and requiring the use of forms of such returns” at the end and substituting “and governing the requirements”.

(3) Paragraph 13 of subsection 7 (1) of the Act is repealed and the following substituted:

13. requiring members of the Association and holders of certificates of authorization, temporary licences, provisional licences and limited licences to provide specified information or documents to the Registrar for the purposes of this Act, and governing the requirements;

2 Clause 14 (2) (b) of the Act is amended by striking out “that the holder” at the beginning and substituting “that the applicant for or the holder”.

3 Subsection 19 (3) of the Act is amended by striking out “mails or delivers” and substituting “delivers”.

4 Subsection 24 (4) of the Act is amended by striking out “mail” and substituting “deliver”.

5 Clause 28 (1) (b) of the Act is amended by striking out “27.1 or 37” and substituting “27.1, 33 or 37”.

6 Subsection 33 (10) of the Act is repealed and the following substituted:

Report