



Professional Engineers  
Ontario

# CEO/ REGISTRAR'S REPORT

NOVEMBER 29, 2024



### INTRODUCTION

As Council gathers for its final meeting of the year, I want to acknowledge the dedication of PEO's many volunteers. Volunteers carry out key statutory roles on our Council and committees and are vital to the work of our chapters. Each of our volunteers is doing their part to contribute to the self-regulation of engineering in Ontario.

With the end of 2024 around the corner, we will embark on the final year of PEO's 2023–2025 Strategic Plan. Next year, Council—along with staff, volunteers and stakeholders from across the regulatory landscape—will begin the process of developing PEO's next strategic plan. We will continue to leverage the strong working relationship between staff and Council in this process.

### Volunteer Symposium and Chapter Engagement

Councillors are likely familiar with our Chapter Event Engagement Model, which ensures senior staff visit all five regions of the province twice annually and each chapter at least once every three years. As outlined on page 19 of this report, we successfully achieved our overall target for visits.

We are also looking forward to our first ever Volunteer Symposium and 2024 Order of Honour (OOH) ceremony. The symposium involves a full day of discussions on how PEO, with volunteer support, identifies and supports its public-interest mandate. Additionally, this year the OOH recognizes six volunteers for their extensive PEO service.

### Enhancing PEO Communication & Stakeholder Engagement

A major part of PEO's continuous improvement journey has been a greater emphasis on stakeholder engagement. Earlier this year, PEO engaged in a communications audit conducted by MDR Strategy Group. The final communication audit [report](#) was presented by MDR to Council in September. Building off stakeholder feedback, two of the report's recommendations have already been actioned. These include:

- Beginning with the Winter 2025 issue, *Engineering Dimensions* will be available in both digital and hard-copy options; and
- Introducing streamlined chapter websites in 2025 to enable greater ease of website administration and ensure ongoing accessibility compliance.

Enhancing PEO's communications aligns with our continued efforts to better engage with our stakeholders. Notably, in 2024:

- Our Pre-licensing Outreach team gave 52 presentations to over 2600 prospective licence applicants hosted by chapters, settlement agencies and engineering employers; offered 19 additional presentations to over 2000 students at engineering faculties; and connected with 750+ students at various faculty engineering fairs and the PEO-Student Conference organized with the Engineering Student Societies' Council of Ontario;
- Our External Relations department engaged with 157 people at 74 organizations, including the Ontario Society of Professional Engineers and the Office of the Attorney General. Staff also conducted 18 surveys and consultations; and attended four stakeholder events, including events hosted by Black Engineers of Canada and the Association of Consulting Engineering Companies–Ontario; and
- We engaged with multiple Indigenous organizations, including Indigenous and Community Engagement, Inc.; the Ontario First Nations Technical Services Corporation; Canadian Council for Indigenous Business; SOAR Professional Services; and Cambium Indigenous Professional Services. We continue to develop strategies to increase Indigenous representation in engineering.

### Representing PEO at Speaking Engagements

It has been my pleasure to participate in many external speaking engagements. I have spoken with thousands of engineers and aspiring engineers to date on topics such as equity, diversity and inclusion as it pertains to PEO's work and licensing process. I look forward to continuing my engagements in 2025 and helping to promote the role of PEO in regulating professional engineering in Ontario.





PEO staff attended the Black Engineers of Canada annual general meeting and fireside chat in Oakville, ON, in August.

(top left) PEO staff with Grand River Chapter executives Brett Nelson, P.Eng. (far left), and Johanna Friend, P.Eng. (second from left), during the PEO-SC, organized by the Engineering Student Societies' Council of Ontario (ESSCO).

(top right) CEO/Registrar Jennifer Quaglietta, MBA, P.Eng., ICD.D, with Brampton Chapter Chair Ranjit Gill, P.Eng., PMP, FEC (left), and West Central Region Councillor Pappur Shankar, P.Eng., FEC (right), organizers of the West Central Regional Symposium in February 2024.

(middle, left) A panel discussion on Indigenous Peoples and engineering during an ACEC-Ontario conference that focused on community. PEO attended the conference, which heavily featured discussions on equity, diversity and inclusion in Ontario's engineering sector.

(middle right) CEO/Registrar Jennifer Quaglietta with President Greg P. Wowchuk, P.Eng., FEC (left) and former PEO councillor Arjan Arenja, P.Eng., ICD.D (right), during PEO's annual general meeting in Barrie, ON, this past April.





CEO/Registrar Jennifer Quaglietta attended a girls' STEM summer camp hosted by GE Healthcare in Mississauga, ON, in August to encourage the girls to consider pursuing education and careers in STEM fields.



(middle, left) PEO staff attending the Ontario Society of Professional Engineers' Conference in Windsor, ON, in October.

(centre, right) CEO/Registrar Jennifer Quaglietta participating in a panel discussion on women in engineering with Jessica Vandenberghe, P.Eng. (Alberta), FEC, FGC (Hon) at Engineers Canada's 30 by 30 panel discussion in Winnipeg, MB, in May.



(left) CEO/Registrar Jennifer Quaglietta speaking at a women-in-engineering convention hosted by Siemens in July.

**OPERATIONAL PLAN STATUS REPORT**

PEO’s 2023–2025 Strategic Plan commits us to modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. This year, an operational plan of 21 initiatives was identified to support attainment of the strategic

goals. As of November 2024, deliverables for 20 initiatives have been completed or are on track to be completed per plan by December. Development and budgeting for the 2025 Operational Plan has been completed per operational budget processes.

| Goals   | Sub Goals  | Activities  | Status                                |        |        |      |
|---|--|---|---------------------------------------|--------|--------|------|
|   |  |   | NYS                                   | < half | > half | Done |
| 1. Improve licensing processes                            | 1.1 Create fair, transparent, accessible and efficient application process | 1.1.1 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                          | 1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions) |                                       |        |        |      |
|   | 1.3. Ensure licensing reflects EDI values                                  | 1.3.1 EDI - Phase 1 (audit, supports)                               |                                       |        |        |      |
| 2. Optimize organizational performance                    | 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                                     |                                       |        |        |      |
|   |  | 2.3.7 Develop Customer Service Model                                |                                       |        |        |      |
|   |  | 3.1 Ensure councillor & ELT orientation                             | 3.1.2 Review/revise board orientation |        |        |      |
| 3.2 Ensure committee/council evidence for decision-making | 3.2.2 RM framework   |   |                                       |        |        |      |
| 3.3 Establish metrics for governance performance          | 3.3.1 Review governance committee evaluations                              |   |                                       |        |        |      |
| 4. Refresh vision; ensure stakeholders see PEO value      | 4.1 Dialogue with members & stakeholders                                   | 4.1.3 Stakeholder engagement session(s)                             |                                       |        |        |      |
|   | 4.2 Undertake research   | 4.2.1 Legislative/reg/legal review                                  |                                       |        |        |      |
|   | 4.3. Develop proposed vision for consultation                              | 4.3.1 Draft new vision  |                                       |        |        |      |
| 4.3.2 Post vision consultation                            |  |   |                                       |        |        |      |

Status Counts: 5% 0% 0% 95%

Figure 1: PEO’s Operational Plan Status Report as of November 2024

20/21

PEO completed 20 out of 21 initiatives from the 2024 Operational Plan.

## IMPROVING THE LICENSING PROCESS

### 1.1 Create Fair, Transparent, Accessible and Efficient Application Process

#### 1.1.1 FARPACTA Tech Solution

The Licensing team has greatly benefited from enhanced, real-time data collection and analytics developed by the Digital Transformation and Corporate Operations team. Staff are now better able to discern and track how registration timelines improved in the past year. We are also better equipped to identify trends and make appropriate projections to assist with resource allocation and budgeting. Data provided in the following section was derived from these real-time collection tools.

#### 1.1.2 Review Licensing Processes; Implement Changes



We are 100 per cent compliant with all FARPACTA timelines.



#### Technical Exams Update

Approximately 25 per cent of legacy applicants are in the process of writing technical exams. Moreover, as of fall 2024, the number of FARPACTA prospective applicants writing technical exams has, for the first time, exceeded the number of legacy applicants writing technical exams, per the chart and table below. As a result, the number of technical exams has nearly doubled.

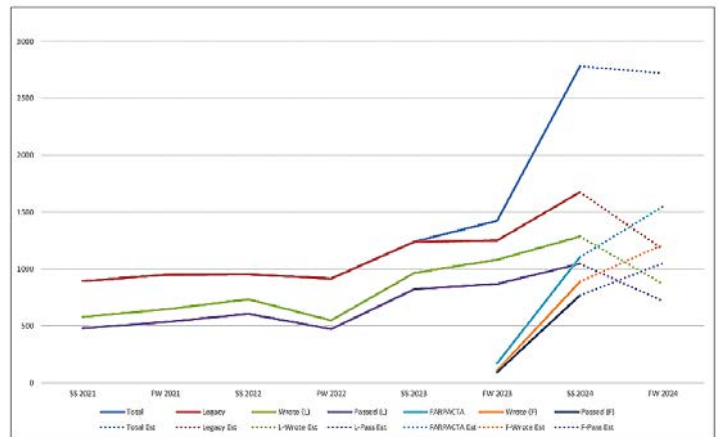
In addition, the Licensing team has begun implementing recommendations from its lean review, especially in technical examinations, as well as the National Professional Practice Exam (NPPE).

## HIGHLIGHTS

- > Since transition to the FARPACTA licensing process, our legacy inventory has been reduced by 44 per cent, or from approximately 34,000 to 19,000.
- > As of September 23, the Academic Requirements Committee queue has decreased to 996 files, from 2084 on March 12.
- > The turnaround time for an experience assessment for a legacy applicant is projected to be less than six months in 2025 once we receive information from their validators.
- > In fall 2024 for the first time, the number of FARPACTA technical exam registrants has surpassed legacy registrants.



|                   | Total       | Legacy      | Wrote (Legacy) | Passed (Legacy) | FARPACTA    | Wrote FARPACTA | Passed FARPACTA |
|-------------------|-------------|-------------|----------------|-----------------|-------------|----------------|-----------------|
| Spring 2021       | 894         | 894         | 582            | 481             |             |                |                 |
| Fall 2021         | 951         | 951         | 648            | 533             |             |                |                 |
| <b>Total 2021</b> | <b>1845</b> | <b>1845</b> | <b>1230</b>    | <b>1014</b>     |             |                |                 |
| Spring 2022       | 954         | 954         | 735            | 608             |             |                |                 |
| Fall 2022         | 917         | 917         | 550            | 473             |             |                |                 |
| <b>Total 2022</b> | <b>1871</b> | <b>1871</b> | <b>1285</b>    | <b>1081</b>     |             |                |                 |
| Spring 2023       | 1242        | 1242        | 966            | 824             |             |                |                 |
| Fall 2023         | 1424        | 1252        | 1081           | 870             | 172         | 112            | 96              |
| <b>Total 2023</b> | <b>2666</b> | <b>2494</b> | <b>2047</b>    | <b>1694</b>     | <b>172</b>  | <b>112</b>     | <b>96</b>       |
| Spring 2024       | 2781        | 1677        | 1285           | 1046            | 1104        | 889            | 770             |
| Fall 2024         | 2722        | 1175        | 871            | 720             | 1547        | 1214           | 1050            |
| <b>Total 2024</b> | <b>5503</b> | <b>2852</b> | <b>2156</b>    | <b>1766</b>     | <b>2651</b> | <b>2103</b>    | <b>1820</b>     |



FW= Fall/Winter, SS= Spring/Summer

Figure 2 and 3: Technical Exam Registrations and Results

**National Professional Practice Exam Update**

The NPPE is offered five times a year. In the legacy process, applicants have up to two years to successfully pass the NPPE. In the FARPACTA process, applicants have generally two attempts to successfully pass the NPPE during the 180-day assessment period. Currently, most applicants writing the NPPE are from the legacy process per Figure 4.

However, because more prospective FARPACTA applicants are now writing technical examinations than legacy applicants, it is anticipated that in mid-2025, the number of complete FARPACTA applications will increase, resulting in a substantial increase of FARPACTA applicants writing the NPPE.

|                   | Total       | Legacy      | Wrote       | Passed      | FARPACTA   | Passed     |
|-------------------|-------------|-------------|-------------|-------------|------------|------------|
| Jan-23            | 852         | 852         | 802         | 592         |            |            |
| Apr-23            | 1264        | 1264        | 1198        | 960         |            |            |
| Jun-23            | 947         | 947         | 878         | 652         |            |            |
| Sep-23            | 1069        | 1069        | 945         | 712         |            |            |
| Nov-23            | 991         | 982         | 865         | 683         | 9          | 9          |
| <b>Total 2023</b> | <b>5123</b> | <b>5114</b> | <b>4688</b> | <b>3599</b> | <b>9</b>   | <b>9</b>   |
| Jan-24            | 1179        | 1168        | 1050        | 770         | 11         | 10         |
| Apr-24            | 1299        | 1264        | 1154        | 877         | 35         | 34         |
| Jun-24            | 1084        | 1030        | 880         | 629         | 54         | 45         |
| Sep-24            | 877         | 836         | 748         | 526         | 41         | 39         |
| Nov-24            | 767         | 667         | TBD         | TBD         | 100        | TBD        |
| <b>Total 2024</b> | <b>5206</b> | <b>4965</b> | <b>3832</b> | <b>2802</b> | <b>241</b> | <b>128</b> |

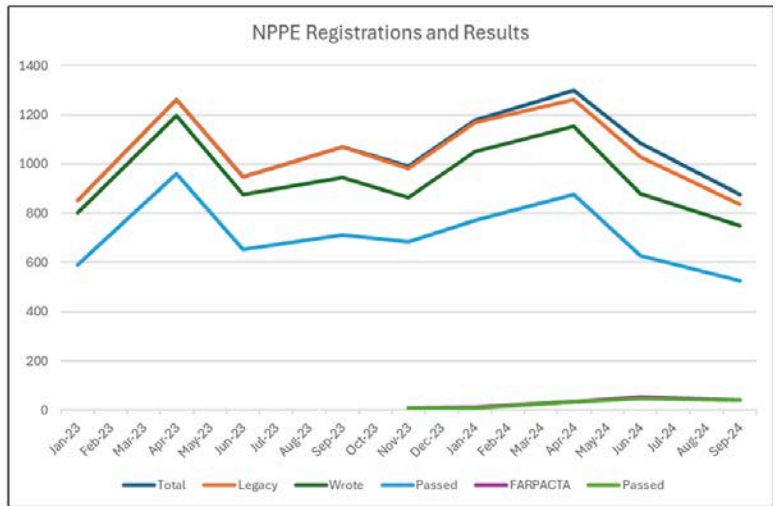


Figure 5: NPPE Registrations and Results by Flow Chart

The number of FARPACTA NPPE registrants has been steadily increasing but has yet to surpass the number of legacy registrants.

Figure 4: NPPE Registrations and Results by Number

## 1.1.3 Change Management and Communication

In November, PEO revised its competency-based assessment (CBA) guides. Four CBA guides were updated, including guides for applicants and for validators, applicable to both the legacy and FARPACTA cohorts who applied before and after May 15, 2023, when PEO adopted a FARPACTA-compliant licensing process.

Revisions are intended to make the guidelines clearer, more accessible and easier to understand. In early November, the revised guidelines were supplemented by a live webinar, for which 6200 people registered, as well as two new informational videos.



## OPTIMIZE ORGANIZATIONAL PERFORMANCE

### 2.2 Ensure Adequate IT; Data Collection/Management

#### 2.2.1 Digital Transformation Roadmap

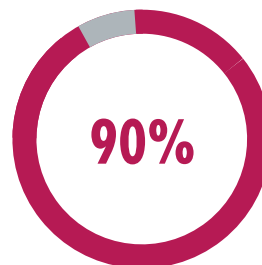
PEO's journey of digital transformation continued throughout 2024. Significant progress has been made toward the goals of enhancing user experience, strengthening cyber data security and streamlining operational processes, with nearly 60 initiatives completed this year alone. Selected highlights include:

- Advancing organizational cybersecurity posture in alignment with best practice standards and frameworks;
- Enhancing Council onboarding processes;
- Implementing numerous technical enhancements to improve performance and decrease downtime for critical and licence holder-facing systems and applications;
- Enabling the implementation of advanced business intelligence and reporting capabilities;
- Supporting the ongoing modernization of PEO and chapter websites; and
- Implementing many other service- and operational-focused initiatives.

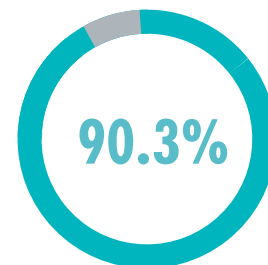
### 2.3 Review/Improve Communications and Business Processes; Ensure They Reflect EDI Values

#### 2.3.1 Organizational EDI Strategy

PEO strives to create a workplace that truly reflects and supports the diversity of the communities we serve. We will be implementing various projects listed in the Anti-Racism and Equity Code Action Plan, as presented to Council earlier this year.



Ninety per cent of PEO employees have participated in a professional development activity in 2024.



Our people are our strength, and 90.3 per cent of our workforce is either engaged or almost engaged.

We have also launched our internal PEO Academy, which will support staff professional development and help develop various leadership competencies.

Our people are our strength, and 90.3 per cent of our workforce is either engaged or almost engaged. Our turnover rate is at 3.9 per cent, 10 per cent of our hires are internal, 90 per cent of employees have participated in a professional development activity and 5 per cent of employees received a promotion. We continue to foster an inclusive and collaborative hybrid environment that supports health and well-being, connectivity and innovation. Furthermore, we recently launched a recognition program that focuses on appreciation and acknowledgement of successes.



## REGULATORY OPERATIONS LEAN REVIEW PROJECT

PEO recently completed a lean review of its Regulatory Operations division, identifying improvement opportunities to support the streamlining of business processes, enhancing value-generating activities, reducing overall processing times and improving customer service.

### HIGHLIGHTS

- > 40 staff were engaged in the Regulatory Operations lean review, including staff from Licensing, Registration, Investigations, Complaints, Unlicensed Practice, RC-Legal and Tribunal.
- > Seven statutory committees were involved in the Regulatory Operations lean review, including the Complaints Committee, Complaints Review Councillor and the Discipline Committee.
- > There were four initial recommendations from the lean review, with more to come.

A lean review identified seven high-impact potential projects in 2025 to streamline PEO business processes.

## REGULATORY COMPLIANCE DASHBOARD PROJECTS

In addition, we recently launched operational dashboards to track regulatory complaints and investigations, the handling of unlicensed

practice and the work of our Regulatory Compliance team. The launch of these dashboards has yielded three process improvements to date.



### HIGHLIGHTS

- > Improved the overall processing times for licence holder complaints (s.24) for complaints that have a low level of perceived risk and/or harm to the public.
- > Improved the agility in managing and tracking case loads across the Registration and Discipline Committee processes.
- > Improved trending and analytics on historical data and current cases to prioritization of key tasks.

| NOV 2024 PEO GOVERNANCE SCORECARD - COUNCIL INDICATORS |  |  |                     |  |        |                   |             |                |                 |  |
|--|--|--|---------------------|--|--------|-------------------|-------------|----------------|-----------------|--|
| Reporting Period: Jan to Sept 2024                     |  |  |                     |  |        |                   |             |                |                 |  |
| #  | Indicator Name   | Operational Definition   | Reporting Frequency | Category                                       | Status | Desired Direction | 2024 Target | 2024 Threshold | Reporting Value | Status Description   |
| 1  | Acknowledgment of Complete Applications Within Target (C), (F)   | The number of received applications acknowledged as complete within 10 days divided by all applications received during the reporting period.  | Quarterly           | Regulatory Operations                          | ●      | ↑                 | 90%         | 80%            | 100%            | All completed applications reviewed within 10-day period.  |
| 2  | Registration Decisions Within Target (C), (F)                    | The number of P.Eng. and Limited Licence applications for whom a registration decision is made within the required timeframe divided by all registration decisions made during the reporting period.   | Quarterly           | Regulatory Operations                          | ●      | ↑                 | 90%         | 80%            | 95.3%           | PEO continues to develop and implement process improvements to meet compliance requirements and improve staff processing times.  |
| 3  | Registration Decisions Within Target – P.Eng. Transfers (C), (F) | The number of registration decisions made within 30 days for the P. Eng. transfer applications divided by all registration decisions received during the reporting period.   | Quarterly           | Regulatory Operations                          | ●      | ↑                 | 100%        | 90%            | 100%            | The 100% target was set by the Ontario Fairness Commissioner, pending further modification. PEO has exceeded our internal target of 90% and continues to implement process improvements to meet the legislated compliance requirement.   |
| 4  | Mandatory PEAK Compliance Rate (C)                               | The compliance rate, expressed as a percent, for elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report. | Quarterly           | Regulatory Operations                          | ●      | ↑                 | 90%         | 80%            | 85%             | As referenced in the Continuing Professional Development section, the PEAK Program became enforceable as of 2024. We expect the completion rate will significantly increase towards the end of this year.  |
| 5  | 30x30 Licensure Rate (C)   | The number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers.   | Quarterly           | Policy   | ●      | ↑                 | 30%         | 21%            | 20.2%           | The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.               |
| 6  | Updated Standards and Guidelines (C)                             | The percent of standards, guidelines and policies reviewed within the last five years.   | Quarterly           | Policy   | ●      | ↑                 | 90%         | 70%            | 50%             | The review of all six standards, guidelines, and policies scheduled for 2024 are progressing well and are on track to be reviewed by staff by the end of this year.  |
| 7  | Strategic Initiative Completion (C)                              | The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.   | Quarterly           | Finance and Strategy                           | ●      | ↑                 | 90%         | 80%            | 95%             | As referenced in the Operational Plan Status Report section, 95% of the 21 strategic initiative are projected to be completed by the end of this year.   |
| 8a   | Year to Date Budget Revenue Variance (C)                         | The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.   | Quarterly           | Finance and Strategy                           | ●      | ↑                 | 0.1%        | -10%           | 6.2%            | Target and threshold are set to allow for the monthly spend variations in both revenues and expenses during the course of the year. Target values for indicators 8a and 8b have been updated to address a carryover error.   |
| 8b   | Year to Date Budget Spend Variance (C)                           | The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.   |                     |  |        |                   | 1.25%       | -10%           | 10.0%           |  |
| 9  | Days Cash on Hand (C)  | This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.                                     | Quarterly           | Finance and Strategy                           | ●      | ↑                 | 180         | 90             | 514             | PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.  |
| 10   | Employee Engagement Rate (C)                                     | The percent of employees who are either engaged or almost engaged as measured by the annual employee engagement survey.  | Annually            | Talent Management and Corporate Administration | ●      | ↑                 | 81.5%       | 76.5%          | 90.3%           | PEO conducted a fulsome engagement survey this year and staff engagement is above the industry average. The operational definition, targets, and thresholds have been adjusted to match the industry benchmarks for the fulsome engagement surveys. Last year, PEO conducted a pulse survey to measure staff engagement. |
| 11   | Staff Turnover (C)   | The number of full-time permanent employee voluntary departures at the end of reporting period divided by the running average of full-time permanent employees for the reporting period.   | Quarterly           | Talent Management and Corporate Administration | ●      | ↓                 | 15%         | 18%            | 4%              | The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 15.5% (Mercer 2023 Canada Turnover Trends).   |
| 12   | Year-End Performance Review Completion (C)                       | The number of completed performance management forms completed by December 31 divided by the total number of eligible employees.   | Annually            | Talent Management and Corporate Administration | ●      | ↑                 | 99%         | 95%            | N/A             | Update to be provided after the reporting year has passed.   |

**Legend**

**Status Definitions:**

- Performance on target
- Performance slightly below target
- Performance significantly below target
- No update or indicator is milestone-based

**Notes:**

- 1) Indicators required under FARPACTA legislation are identified with an (F) label
- 2) Indicators reported to Council are identified with a (C) label
- 3) For text in *italics*, the most recent information is provided

Figure 6: Governance Scorecard

**GOVERNANCE SCORECARD**

The PEO Governance Scorecard supports the direction and oversight of PEO's operational activities and priorities. This scorecard reports on 12 indicators aligned to PEO's core functions of Regulatory Operations, Policy, Strategy and Finance and Talent Management and Corporate Administration.

The reporting period for the November 2024 PEO Governance Scorecard reports is from January to September 2024.

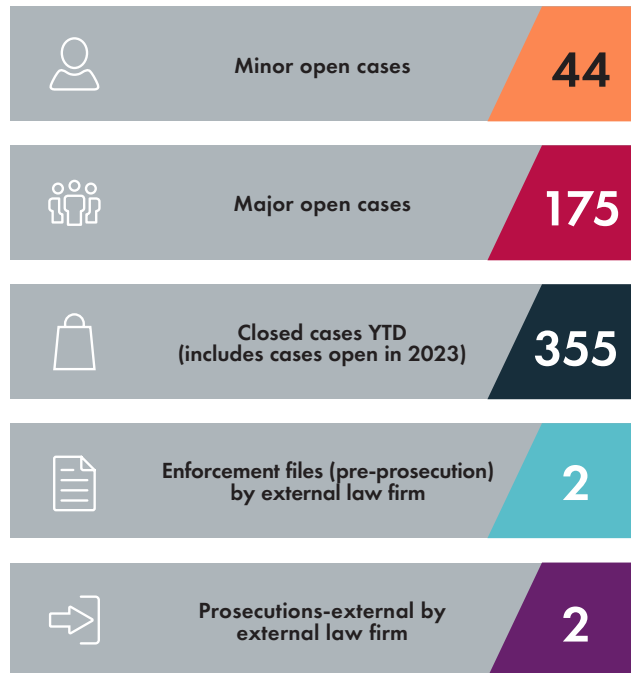
For PEO's internal targets, eight indicators are reporting as green for favourable against their target with one indicator reporting as yellow for slightly below target. Additionally, one indicator is reporting as red for below target. The remaining two indicators are milestone-based in nature or are not reportable for this reporting period.



Unlicensed Practice

**HIGHLIGHTS**

- > We have reduced median age of cases by over 50 per cent compared to 2023, down to 62 days from 133 days.
- > PEO was successful in having the courts order defendants to reimburse some of PEO’s legal costs in two separate cases in the amounts of \$88,000 and \$25,000, both surpassing our previous record of \$15,000.
- > We have implemented 6-, 12- and 18-month case reviews to mitigate files stalling or reaching statue of limitations.
- > We have improved methods for communicating to respondents with title violations.



**Complaints and Investigations**

PEO’s Complaints and Investigations team continues to provide effective support to the Complaints Committee. New staffing and the early adoption of recommendations generated by the recent lean review of the Complaints process has resulted in the final disposition and closure of a number of legacy files that had been in the active case inventory for several years.

The increase in average processing times for 2024 (as of October 31) is due to the closure of legacy files, which are included in the over-all averages. This trend will likely continue as more legacy cases

are resolved. However, it is a positive outcome, as it means older cases in the Complaints Committee inventory are being cleared.

We also are developing additional metrics for future reports to Council to provide greater insight into the Complaints and Investigation team’s operations and efficiency.

|  | 2022 | 2023 | 2024<br>(October 31) |
|--|------|------|----------------------|
| <b>Complaints Committee (COC) Caseload</b>   |      |      |                      |
| Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end  | 105  | 120  | 160                  |
| Complaints Filed (PEA s. 24. 1(a)) during the Year   | 96   | 90   | 83                   |
| Total Caseload in the Year   | 201  | 210  | 243                  |
| Total Filed Complaints Disposed of by COC in the Year (for details see COC's <i>Disposition of Complaints</i> below)   | 81   | 50   | 63                   |
| Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)  | 120  | 160  | 180                  |
| <b>COC's Disposition of Complaints</b>   |      |      |                      |
| Direct that the matter be referred, in whole or in part, to the Discipline Committee. (PEA s. 24. 2(a))  | 13   | 11   | 3                    |
| Direct that the matter not be referred. (PEA s. 24. 2(b))  | 35   | 30   | 37                   |
| Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (PEA s. 24. 2(c)) | 33   | 9    | 23                   |
| <b>COC's Timeliness Regarding the Disposition of the Complaint<sup>2</sup></b>   |      |      |                      |
| Complaint disposed of within 90 days of filing   | 0    | 0    | 0                    |
| Complaint disposed of 91–180 days of filing  | 3    | 1    | 0                    |
| Complaint disposed of after more than 180 days of filing   | 78   | 49   | 63                   |
| <b>COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo. rolling avg.)</b>  |      |      |                      |
| Average # Days   | 554  | 509  | 755                  |
| Minimum # Days   | 154  | 176  | 258                  |
| Median # Days  | 414  | 427  | 731                  |
| Maximum # Days   | 1766 | 1761 | 1934                 |

Figure 7: Complaints and Investigations Statistics

<sup>1</sup> Signed Complaint Form filed with the registrar.

<sup>2</sup> Days from Complaint Filed to date COC Decision is signed by COC chair.



**STATUS OF ACTIVE FILED COMPLAINTS**

|   |            |            |
|---|------------|------------|
| <b>Active Filed Complaints–Total</b>                |            | <b>180</b> |
| <b>Complaints filed more than 180 days ago</b>      | <b>129</b> | <b>129</b> |
| Pending Approval and Reason regarding COC Decision  | 50         |            |
| Complaints under active consideration by COC        | 16         |            |
| Completed Investigation ready for COC consideration | 10         |            |
| Regulatory Compliance Investigation                 | 53         |            |
| <b>Complaints filed 91–180 days ago</b>             | <b>28</b>  |            |
| Pending Approval and Reason regarding COC Decision  | 0          |            |
| Complaints under active consideration by COC        | 0          |            |
| Completed Investigation ready for COC consideration | 0          |            |
| Regulatory Compliance Investigation                 | 28         |            |
| <b>Complaints filed within the past 90 days</b>     | <b>23</b>  |            |
| Pending Approval and Reason regarding COC Decision  | 0          |            |
| Complaints under active consideration by COC        | 0          |            |
| Completed Investigation ready for COC consideration | 0          |            |
| Regulatory Compliance Investigation                 | 23         |            |

Figure 8: Status of Active Filed Complaints

**Review by Complaints Review Councillor (PEA s. 26. (s))**

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the COC **within 90 days** after the complaint is filed with the Registrar, upon application by the complainant or on their own initiative the Complaints Review Councillor may review the treatment of the complaint by the COC.

**Glossary of Terms**

**Complaint Filed**–Signed Complaint Form filed with the registrar.  
**Investigation Complete**–Investigation Summary document prepared and complaint file ready for COC consideration

COMPLAINTS AND INVESTIGATION STATISTICS AS OF OCTOBER 31, 2024

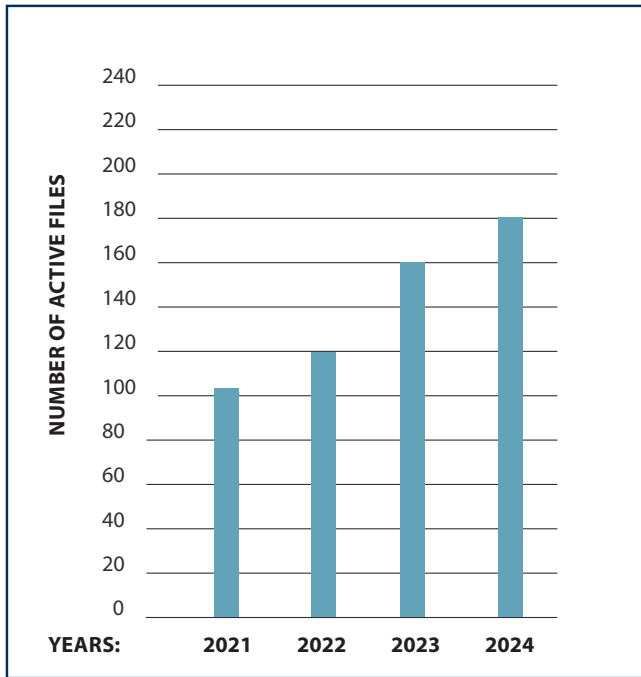


Figure 9: Number of Active Complaints Files, Year End 2021–2023 and October 31, 2024

The number of active complaints and investigation cases have risen by over 70 per cent from 2021 to 2024.

NOTICE OF PROPOSALS

The registrar can issue a notice of proposal to refuse, suspend or revoke a licence, limited licence, temporary licence or certificate

of authorization. Anybody receiving a notice of proposal has 30 days to request a hearing with the Registration Committee.

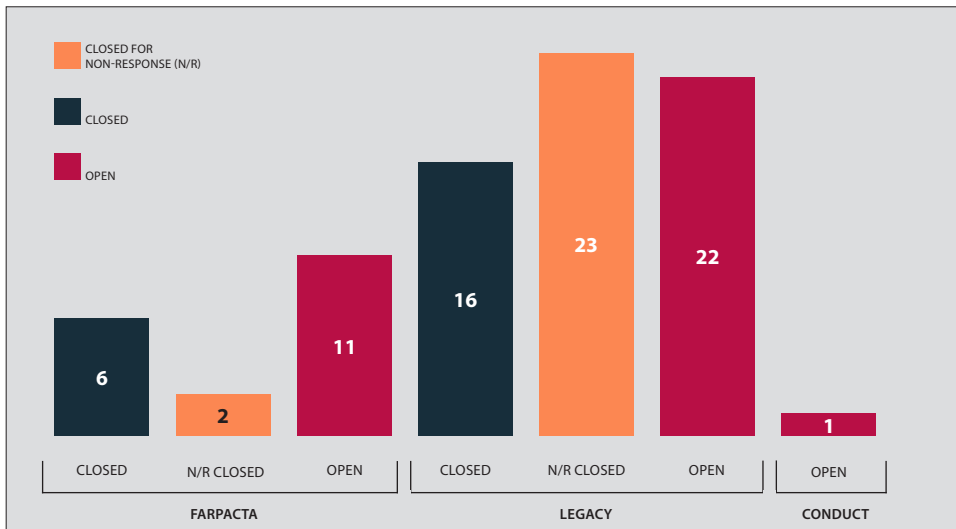
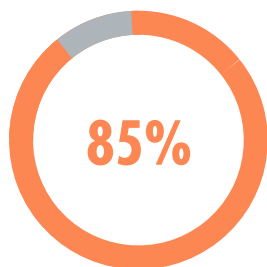


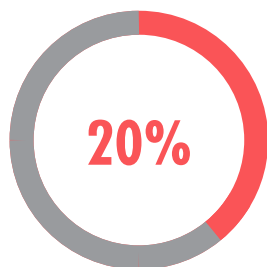
Figure 10: Notice of Proposals Q1 2023 until November 12, 2024

The number of notices of proposal for legacy files is still considerably higher than for FARPACTA files.





85 per cent of required licence holders have completed their first two PEA elements.



20 per cent have already completed their required CPD hours.



## CONTINUING PROFESSIONAL DEVELOPMENT (PEAK)

### PEAK statistics and reminders

As of October 25, 70,500 licence holders are required to complete the 2024 PEA program requirement, which has three elements. Approximately 85 per cent of PEA-eligible licence holders have already complied with the first two elements—a self-administered evaluation of their Ontario practice and a self-paced learning module about Ontario engineering practice.

Currently, 10.5 per cent (about 7300) have not started PEA this year. At the same time, 20 per cent of those with a CPD reporting requirement—the third PEA element, which is due by December 31—have already completed their required CPD hours. We will soon send a reminder email for the remaining licence holders to finish their CPD reporting this year.

Throughout the summer and fall, PEO has employed multiple methods to remind licence holders of their PEA obligation. A recent campaign saw the PEA non-starter rate decrease by about 700 licence holders, from 11.5 per cent to 10.5 per cent.

### PEAK in 2025

#### Online platform

PEO will soon migrate the PEA program to a new platform, through which licence holders will continue to access through their PEO portal accounts. This will enable an enhanced user experience, and licence holders will continue to be able to view their PEA history and revisit past modules.

#### Suspensions

An administrative sanction of a licence is a tool available to us to help encourage compliance with PEA requirements; however, suspensions will be used only as a last resort. PEO's priority is to assist licence holders to voluntarily complete their annual requirements, and there will be ample warning and help provided to them first before suspensions are considered.

#### Communications and Outreach

We are in the process of developing a suite of communications to help educate licence holders about the program and how to complete it. Webpage updates, videos, instructional materials, a presentation and eblasts are all being assembled.

**FINANCE**

For the nine months ending September 30, 2024, revenues earned amounted to \$27.6 million, while expenses incurred totaled \$24.8 million, resulting in an excess of revenue over expenses of approximately \$2.9 million, as shown in Figure 11. The \$1.6 million favourable variance in revenue is largely attributable to a higher-than-expected investment income and 40 Sheppard revenue.

Total expenses for the nine months ending September 30, 2024, amounted to \$24.8 million, compared to a budgeted spend of \$27.5

million, resulting in a favourable variance of \$2.8 million. This positive variance is primarily due to lower expenses incurred by PEO chapters, as well as lower-than-expected expenditures on legal expenses, staff salaries and benefits, contract staff and volunteer business expenses.

Figure 12 shows cash reserves of approximately \$11 million and an investment portfolio of approximately \$31 million as of September 30, 2024, compared to cash reserves of \$10.2 million and an investment portfolio of \$28 million as of September 30, 2023.

The Account Receivables team successfully addressed and resolved over 8000 inquiries from licence holders.

|                                     | 2024 Actual         | 2024 Budget          | Variance Actual vs Budget |
|-------------------------------------|---------------------|----------------------|---------------------------|
| <b>TOTAL REVENUES</b>               | <b>\$27,649,490</b> | <b>\$26,047,879</b>  | <b>\$1,601,611</b>        |
| Operations expenses                 | \$22,715,719        | \$25,083,614         | \$2,367,895               |
| Sp. projects and strategic plan exp | \$2,049,324         | \$2,438,184          | \$388,860                 |
| <b>TOTAL EXPENSES</b>               | <b>\$24,765,043</b> | <b>\$27,521,798</b>  | <b>\$2,756,755</b>        |
| <b>EXCESS OF REV OVER EXP</b>       | <b>\$2,884,446</b>  | <b>(\$1,473,919)</b> | <b>\$4,358,366</b>        |

Figure 11: Revenues and expenses as of September 30, 2024

Over 75,000 licence holder payments were processed to date in 2024.

|   | 2024 Actual         | 2023 Actual         | Variance Actual Vs Actual |
|---|---------------------|---------------------|---------------------------|
| Cash                                      | \$11,001,950        | \$10,186,356        | \$815,594                 |
| Other current assets                      | \$894,751           | \$611,506           | \$283,245                 |
| Marketable securities                     | \$30,980,349        | \$27,986,398        | \$2,993,951               |
| Capital assets                            | \$26,248,655        | \$27,492,082        | (\$1,243,427)             |
| <b>TOTAL ASSETS</b>                       | <b>\$69,125,705</b> | <b>\$66,276,342</b> | <b>\$2,849,363</b>        |
| Current liabilities                       | \$14,474,405        | \$14,421,039        | \$53,366                  |
| Employee future benefits                  | \$12,061,100        | \$13,260,100        | (\$1,199,000)             |
| Net assets                                | \$42,590,201        | \$38,595,203        | \$3,994,997               |
| <b>TOTAL LIABILITIES &amp; NET ASSETS</b> | <b>\$69,125,705</b> | <b>\$66,276,342</b> | <b>\$2,849,363</b>        |

Figure 12: Assets and liabilities as of September 30, 2024

**Remissions and Resignations**

As of September 30, 2024, the data in Figure 13 shows that the estimated total number of P.Engs in fee remissions was approximately 13,233, in comparison to 13,068 as of the same period in 2023. The number of resignations as of September 30, 2024, was estimated

to be 1036 as compared to 1925 resignations as of September 30, 2023. Additionally, the estimated number of P.Engs as of September 30, 2024, remained largely unchanged at 87,955 in comparison to 87,772 reported on September 30, 2023.

|                                 | YTD SEPT. 2024 | YTD SEPT. 2023 |
|---------------------------------|----------------|----------------|
| Members seeking remission       | 2569           | 2144           |
| Total members in fees remission | 13,233         | 13,068         |
| Members resigned                | 1036           | 1925           |
| Total P.Engs                    | 87,955         | 87,772         |

Figure 13: Estimated Remissions and Resignations as of September 30, 2024

**CUSTOMER SERVICE**



**HIGHLIGHTS**

- > Our post-response customer service survey indicates an overall satisfaction of 7.5/10, based on 133 responses.
- > PEO’s Customer Service team has responded to over 21,000 queries to date.
- > The Customer Service team has responded to 98 per cent of queries without need for escalation.

From January 1 to September 30, 2024, PEO’s Customer Service team handled 21,227 tickets, including 18,032 emails, 2871 calls and 144 walk-ins. The largest categories of queries pertain to the licensing process (both FARPACTA and legacy), PEAK and its requirements and technical support issues. Calls and emails requiring specific information related to an open application is forwarded to appropriate staff as required.

Customer Service continues to provide support to licence holders and applicants accessing our portal, PEAK, P.Eng. licensing processes and plans to expand coverage in 2025 to include support of Regulatory Compliance and Enforcement.



**EVENT ENGAGEMENT MODEL**

Throughout 2024, we have exceeded the goals set for our Events Engagement Model (EEM). These visits provide an important opportunity for senior PEO staff to engage with and learn from chapter volunteers and newly licensed engineers.

Feedback about the EEM has been positive, as represented by a testimonial from the North Bay Chapter.

The Event Engagement Model has been a fantastic addition to our chapter's events. By formalizing visits from PEO head office staff, EEM has significantly strengthened communication and support between the head office, the chapter and our members. The North Bay Chapter was especially pleased to have staff attend our AGM and Engineering Symposium, and the feedback from our members was overwhelmingly positive. Whether at annual general meetings, licence ceremonies or technical symposiums, the presence of head office staff fosters a sense of unity and collaboration.

This model has created a consistent platform for valuable discussions, ensuring our chapter's initiatives align seamlessly with PEO's regulatory vision. EEM is a strong step toward a more cohesive and connected PEO community.

—North Bay Chapter volunteer

| REGION              | 2024 TARGET | 2024 ACTUAL |
|---------------------|-------------|-------------|
| East Central        | 2           | 3           |
| Eastern             | 2           | 2           |
| Northern            | 2           | 2           |
| West Central        | 2           | 4           |
| Western             | 2           | 2           |
| <b>ALL CHAPTERS</b> | <b>12</b>   | <b>13</b>   |

13

Exceeding expectations, PEO staff have attended 13 chapter events to date in 2024.

Figure 14: Table of visits



138

External Relations staff have attended 138 external events and established the Strategic Stakeholder Advisory Group in 2024.

## EXTERNAL RELATIONS

External Relations engages a diverse range of stakeholders in at least three ways: the Stakeholder Relations unit supports the design, implementation and tracking of major strategic stakeholder relations projects and initiatives; the Pre-licensing Outreach unit engages stakeholders with an interest in PEO's role as a licensing body, the licence application process and the importance of licensure; and the Practice Advisory Services unit provides interpretation, education and guidance to stakeholders on standards of professional and ethical practice as set out in the *Professional Engineers Act* as well as guidance published by PEO. Through September and October, these three units combined for 138 engagement opportunities. We are also seeking feedback on PEO's revised CBA guides (see p. 8) from various stakeholders.

In the past year, Council also endorsed the formation of the Strategic Stakeholder Advisory Group (SSAG), whose role is to contribute to the process of policy development, in particular at the staff level. This helps to make sure that staff are asking the right questions and speaking to the right groups of stakeholders, both inside and

external to the engineering community. As Council's goal is to make good regulatory policy, based on the best possible evidence and advice, the SSAG adds value for both Council and the staff who support this work.

So far this year, the SSAG has provided preliminary feedback and suggestions (including the identification of other sources of input) on three key issues: fitness to practise, time-based experience and annual reporting. The SSAG is meeting again this fall for further discussions on these and other matters that are on Council's workplan or anticipated for further Council consideration and decision. Ultimately, the SSAG's input and advice will be reflected in briefing notes presented to Council in the context of significant policy decisions.

To read more about the SSAG, including members' names, please refer to the [June CEO/Registrar's Report](#).