



2025

OSPE Board
Director
Nomination
and Election
Package

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Dear Member:

Thank you for your interest in becoming a Board Director of the Ontario Society of Professional Engineers (OSPE).

OSPE is the voice of engineers and engineering in Ontario. It advances the professional and economic interests of its members by working with governments, offering leading edge professional development opportunities, and providing valued member services.

It is the role of the Board of Directors to act as the strategic policy making body of the Society. The Board of Directors has an ongoing responsibility to maintain a consensus approach to decision making on policy matters. It is the role of staff to implement the strategic policy decisions made to the best of their abilities and within the resources available to the Society. Policy and strategic direction are the responsibility of the Board, while the operational detail is the responsibility of the staff.

This package contains:

- OSPE Values
- OSPE Strategic Plan Goals
- OSPE Board Directors Oath of Office
- Nomination Process and Timing
- Important Information Document
- Eligibility Criteria
- OSPE Board of Directors Regions Breakdown
- Procedures
- Nomination Form
- Board Competency Matrix
- Instructions for Candidates BIO and Statement

OSPE is currently accepting applications to fill 4 open positions on the Board of Directors for a 3-year term.

If you have any questions about the enclosed information, you may speak with our Vice President, Organizational Effectiveness, Valeria Mueller at vmueller@ospe.on.ca.

Yours truly,



Mark Emmanuel, P.Eng.
Chair, OSPE Nominating Committee

OSPE VALUES

We believe engineers are obligated to lead

- Engineers possess powerful analytical and problem-solving skills and must use these to start critical conversations and tackle tough issues.

We believe the engineering profession must be equitable, diverse, and inclusive in order to thrive

- We believe that engineers can have a larger impact by embracing all aspects of diversity dimensions, including gender, ethnicity, age, sexual orientation, ability, geographic location, internationally educated, and engineering discipline.

We believe engineers must solve problems through collaboration

- We have a positive mindset – we are here to make a difference.
- We embrace curiosity and different perspectives.
- We ask the right questions and provide evidence-based solutions.

We believe by embodying and exemplifying diversity in all that we do OSPE can accelerate the emergence of a more diverse engineering workforce

- Gender parity – while we realize that Engineers Canada's 30 by 30 goal – to raise the percentage of newly licensed engineers who are women to 30 per cent by the year 2030 – is a stepping stone, we support and embrace gender parity in all communications, activities and awards.
- Inclusion – we seek to build a fully inclusive and equitable engineering community and believe that diversity will result in a better engineering profession.
- We recognize that diversity of technical ability and area of specialty or discipline is important for developing sound policy solutions – we avoid a focus on one area of engineering.

We believe all decisions must be guided by factual evidence

- We are a non-partisan organization – we consider all of the facts and make recommendations based on the best interests of society.
- We respect the views of others – the basis of any agreement or disagreement is grounded in fact.

OSPE 2022-2025 Strategic Plan GOALS

The goals of this plan fall under four strategic pillars:

Engineers Lead

Solidify OSPE's position as the voice of the profession and its reputation as the association where engineers gather, share expertise and provide recommendations on issues facing the profession and society.

Engineers Grow

Become the trusted resource for Ontario engineers to grow professionally and personally, delivering continuing education and value at every career stage.

Engineers Care

Elevate awareness of the role that a diverse and inclusive engineering community plays in making the world a better place and deepen respect for the engineering profession in Ontario.

Engineers Prosper

Expand opportunities for engineering jobs in Ontario and protect the practice rights of engineers, so that both our members and Ontario can prosper.

OSPE Board Directors' Oath of Office

Board members will agree on an Oath of Office upon joining the board of directors. Such agreement will include acceptance of the provisions included in the established governance operating principles, a written declaration of support before the association's membership in their candidate information for the election process, and a verbal declaration upon installation at their first meeting of the board of directors and/or orientation session.

DECLARATION/OATH

I, (insert name), a director of the Ontario Society of Professional Engineers, declare that, in carrying out my duties as a director I will:

1. Exercise the powers of my office and fulfill my responsibilities in good faith and in the best interests of the engineering profession.
2. Exercise these responsibilities, at all times, with due diligence, loyalty, care and skill in a reasonable and prudent manner.
3. Respect and support the Ontario Society of Professional Engineers' by-laws, policies, Code of Conduct, board operating principles, and decisions of the board and membership.
4. Keep confidential all information that I learn about individual members, employees, and any other matters specifically determined by board motion to be matters of confidence including and especially matters dealt with during in camera meetings of the board.
5. Conduct myself in a spirit of collegiality and professional decorum, respecting the collective decisions of the board and subordinating my personal interests to the best interests of the Ontario Society of Professional Engineers.
6. Immediately declare any personal conflict of interest that may come to my attention.
7. Immediately resign my position as a director of the Ontario Society of Professional Engineers in the event that I, or that two-thirds (2/3) of my colleagues on the board, have determined that I have breached the Code of Conduct.

Nominations Process and Timing

Date	Process
May 7, 2024	OSPE Board to appoint Chair of the Nominating Committee
September 26, 2024	OSPE Board to approve the: <ul style="list-style-type: none"> Nominating Committee Members The 2025 Nomination and Election Package
November 29, 2024	All 2025 Board of Directors Election Materials uploaded to OSPE website
December 13, 2024	2025 Board of Directors Election information sent out to all OSPE members via: <ul style="list-style-type: none"> Voice Magazine Email Social Media
January 2, 2025	Call for Nominations from Members at Large OPENS <ul style="list-style-type: none"> Email sent to all Regular Members Call out via all OSPE social media channels Posting on the Institute of Corporate Directors site Detailed information on the OSPE website
January 24, 2025	Call for Nominations from Members at Large CLOSES
January 24, 2025 (Deadline 4:30pm)	Applications will be: <ul style="list-style-type: none"> Addressed to the Chair of the Nominating Committee, Mark Emmanuel, P.Eng. Forwarded to Marisa Violante at mviolante@ospe.on.ca Include: <ul style="list-style-type: none"> Signed and completed nominations form/reference. Candidates will be asked to provide one nominator who will act as a reference for the Candidate. A PDF copy of your resume, along with a cover letter clearly outlining why are interested in participating as a member of the Board of Directors and how your region, and skills match the eligibility criteria outlined in this package Completed Competency Matrix Completion of OSPE's Governance Training Module
January 27- January 31, 2025	Nominating Committee to review all applications.
February 3, 2025	Chair of the Nominating Committee will notify Nominees of their eligibility or ineligibility for election based on their application.
February 14, 2025	Ineligible Nominees may submit an appeal of the decision of the Nominating Committee to the OSPE Board <ul style="list-style-type: none"> Appeal submitted to Marisa Violante at mviolante@ospe.on.ca

February 14, 2025	<p>Deadline for Eligible Nominees to submit Candidate Statement and Photo</p> <ul style="list-style-type: none"> Submitted to Marisa Violante at mviolante@ospe.on.ca
February 3 - February 21, 2025	Nominating Committee will begin soliciting Candidates to ensure a balanced slate.
March 6, 2025	<p>OSPE Board meeting:</p> <ul style="list-style-type: none"> Board to review and approve slate of candidates submitted by the Nominating Committee Board to review and consider Nominees who have appealed the decision of the Nominating Committee
March 7, 2025	<ul style="list-style-type: none"> OSPE Chair to notify Ineligible Nominees decision of their appeal VP, Organizational Effectiveness to notify approved slate of candidates the decision of the Board
March 10, 2025	<ul style="list-style-type: none"> OSPE's membership roster will be closed for the purposes of members' eligible to automatically receive election material Final data sent to agency
March 17, 2025	Ballots and candidate material finalized
March 20, 2025	Print copy of candidate material from Big Pulse for sign-off
March 24, 2025	<p>Ballots and election material emailed/or mailed to all members eligible to vote</p> <ul style="list-style-type: none"> Voting is OPEN
March 26, 2025	<p>All Candidates Virtual Town Hall Meeting</p> <ul style="list-style-type: none"> Held via Zoom webinar 6:30pm Members ONLY event
April 14, 2025	Voting is CLOSED at 23:59pm
April 18, 2025	<p>Election results announced</p> <ul style="list-style-type: none"> Via OSPE website Through OSPE social media channels
April 24, 2025	New Board Director Orientation Session
May 6, 2025	AGM – new Board takes office immediately following AGM

IMPORTANT INFORMATION FOR BOARD CANDIDATES IN THE 2025 ELECTION

Positions Available

In accordance with the Ontario Society of Professional Engineers By-laws, this year, members will be electing to fill four open positions. The positions will be elected for a three-year term.

Eligibility

Only Regular Members of the Society in good standing may be nominated. Only Regular Members of the Society may nominate a candidate.

Potential candidates and nominators should refer to the Call for Nominations Eligibility form to determine what nomination restrictions apply to the 2025 elections.

Responsibilities of the Board of Directors

The principal responsibilities of the Society Board of Directors are:

- to ensure adherence to the Society's policies, strategic plan and bylaws;
- to ensure that the Society's finances are in order;
- to make informed decisions in a timely fashion regarding policies, strategic direction and specific advocacy positions;
- to seek consensus in decision making, to the extent practical; and,
- to ensure that the best individual is hired to provide leadership in a Chief Executive Officer capacity and to support that individual in his or her responsibility to implement decisions of the Board.

Expectations of a Member of the Board of Directors

By the nature of its responsibilities, each Board will determine the conduct of its own business. However, it can be anticipated that most Boards, together with the Society's members, will have the following expectations of performance by Members of the Board of Directors:

- to attend Board meetings in person or via telephone conference link up;
- to be adequately prepared to participate in deliberations regarding various matters before the Board;
- to make informed and timely decisions regarding policy matters, strategic direction, and the Society's position on issues;
- to be prepared to chair or participate as a member of a standing committee, and to ensure open and accurate communications between the committee, and the Board of Directors; and,
- to appreciate that full consensus on all policy matters may not be achieved and to respect the fact that, once made, a decision of the group must be supported by all Board Members even though the individual may not personally agree with that decision.

Time Commitment

Item	Commitment
Board Meetings	There are approximately 4 Board meetings per year. Each meeting lasts for 6 – 8 hours (held during business hours) and can be attended in person or virtually. There will be a one-hour meeting following the OSPE AGM to elect the officers of the Society and a special meeting the first week of April to approve the draft audited financial statements, which will last approximately 1 hour (during lunch hour) to be held via teleconference.
Board Package Material	Board Directors will receive meeting material approximately 5-7 days prior to the meeting and are expected to have read all material prior to the meeting.
Annual General Meeting	There will be an AGM held each May and will last approximately 2-4 hours.
Board Retreat	A full day session held in June in conjunction with the June Board meeting.
Standing Committee	Each Director will be asked to either Chair or participate as a member of a standing committee. Commitment for each is approximately 4 meetings per year, which have a normal duration of 1 – 2 hours in duration and are held via teleconference.
Events	In addition to Board meetings, Board members will be asked to promote and attend other Society events/conferences. Board members may also be asked to attend engineering functions and provide presentations on the Society's behalf at engineering events from time to time throughout the year.

Board Honoraria

The Ontario Society of Professional Engineers provides honoraria to Board Members in recognition of services provided on the Board and committees. Acceptance of the honoraria is voluntary.

Code of Conduct and Workplace Violence

The Ontario Society of Professional Engineers takes great pride in promoting and upholding the highest standards of personal and professional conduct. Upon taking office, Board members will be asked to sign an acknowledgement and undertaking to comply with the Society's Code of Conduct and Workplace Violence Policy.

2025 ELECTION ELIGIBILITY CRITERIA

Each Director shall:

- be an individual who is at least 18 years of age
- be a Regular Member as of the date of their election or appointment or become a Regular Member within 10 days after their election or appointment;.
- not have the status of bankrupt
- not be a person who has been found under the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property
- not be a person who has been declared incapable by any court in Canada or elsewhere or not currently serving a criminal sentence
- consent in writing to hold office as a Director within 10 days after their election or appointment, provided that where a Director consents in writing more than 10 days after election or appointment, it shall not invalidate their election or appointment as a Director
- not be an employee of the Corporation
- not be a director or employee of any association or organization in competition or conflict with the Corporation; and
- not be a member of the Council or an employee of the APEO within the meaning of the PEO Act

Limitation on Length of Service:

- No Director shall serve as a director of the Corporation for more than two consecutive full or part terms.
- For greater certainty, a Director who has served as a director of the Corporation for nine consecutive years (or, in the case of a Director who has served as a director of the Corporation for a third consecutive term pursuant to the exception in OSPE Bylaw 1-2023), such Director is, if otherwise qualified, eligible for election or appointment to the Board if a period of 24 months has elapsed from the date of retirement of such Director
- If the Directors determine it to be in the interest of the Corporation, the Directors may, at or before the end of the second term as a Director of any one or more of the Chair, Vice-Chair, Secretary or Treasurer, pass a resolution to allow such Officer to be a candidate for re-election to the office of Director for a further term of one year, provided that such Officer is otherwise qualified to be a Director

Competency Skills:

- A clear understanding of the member value proposition to build loyalty and drive member acquisition and improve retention rates. A clear understanding of the short-term value needed to acquire members, and the long-term value needed to retain members. An understanding of marketing and communications approaches which are effective at attracting members.
- Proven relationship building, advocacy and communication skills in order to convey OSPE's strategic objectives and forge partnerships with key stakeholders.
- Experience in working with a Board of Directors and volunteers; understanding of good governance. Clear understanding of the distinction between the role of the Board versus role of management.
- Clear understanding of Income Statements and Balance Sheets as well as the critical aspects of ensuring healthy short-term cash flow and long-term financial health.
- Outstanding verbal and written communications skills.

- Strong interpersonal and analytical skills.
- Mainstream and social media experience is not a requirement but would be an asset.

The Nominating Committee shall seek to balance the skills, experience, diversity, and qualities of directors, including special requirements of the Corporation from time to time, and in doing so, the Nominating Committee shall consult with the Board.

The Nominating Committee shall seek to ensure an equal representation throughout the regions across the province; Eastern, Southwest, Northern, Golden Horseshoe, Toronto and Central. No member may be nominated if they are counted as a member of a region that has at the time one third (1/3) or more members serving on the Board who will be continuing their existing term in office after the conclusion of the election being called.

To round out our Board Skills Matrix we are seeking candidates with specific skills, knowledge and experience in one or more of the following areas:

- Financial/accounting/audit
 - Competent in understanding financial matters and statements.
 - Familiar with current accounting processes used to evaluate a corporation's financial performance.
- Risk Management and Controls
 - Identifying potential risks, recommending, and implementing preventive measures and devising plans to minimize the impact of risk.
 - Experience or knowledge of auditing practices, organizational controls, and compliance measures
- Legal
 - Experience with or is able to demonstrate knowledge or expertise in legal principles, processes and systems.
 - This may include interpreting and applying legislation or an understanding of legal dimensions of organizational issues.
- Regulatory
 - Experience ensuring an organization is complying with all of the regulations and laws pertaining to their business.
- Membership Association Management and Member Relations
 - Experience with a volunteer board governing a member driven association.
 - Experience providing a personalized service for the members and volunteers.
- Policy Development and Advocacy
 - Policy development is the process of deciding what should be achieved, what should be done to achieve it, how to do it efficiently and economically and who should do it.
 - Experience talking to others to convey information effectively.
 - Experience researching topics and news related to the companies and causes you represent.
 - Knowledge of how government works and of the legislative process as well as the industry you represent.

All regions are currently open, but preference will be given to those in the:

- North
- Golden Horseshoe
- Central
- East

2024-2025 OSPE Board Director Regions

Name	Regions	Year Up for Election
Stephanie Holko, P.Eng.	Golden Horseshoe	2025 A
Ray Mantha, P.Eng.	North	2025
Sandra Ausma, P.Eng.	Central	2025
Jane Ravenshaw, P.Eng.	Central	2025
David Carnegie, P.Eng.	Eastern	2026 A
Meggen Janes, P.Eng.	Toronto	2026
Mark Emmanuel, P.Eng.	Southwest	2026
Caroline Wojtyla, P.Eng.	Toronto	2026
Nick Burgwin, P.Eng.	Toronto	2027
Nick Colucci, P.Eng.	Central	2027
Marilyn Powers, P.Eng.	Southwest	2027
Beatrice Sze, P.Eng.	Golden Horseshoe	2027

Regions	Board Number	Election 2025	Openings
North	1	1	4
Toronto	3	0	1
Golden Horseshoe	2	1	3
Eastern	1	0	3
Southwest	2	0	2
Central	3	2	3

Legend

Board Number	This is the total number of individuals currently on our Board in each Region.
Election 2025	There are 4 individuals up for election in 2025. This column shows the breakdown of the 4 under each region.
Openings	This number shows how many open spaces we have available in each region taking out the individuals who are running for election in 2025.
A	Last term, completed two consecutive terms.

2025 ELECTION PROCEDURES

1. Nomination's process:

- Call for Nominations from the members at large will open on January 2, 2025, and close at 4:30pm on January 24, 2025.
- Please see the Nominations Process and Timing document for detailed timing information.
- Candidates will submit an application package consisting of:
 - ✓ Signed and completed Nominations Form. Candidates will be asked to provide one nominator who will act as a reference for the Candidate.
 - ✓ A PDF copy of your resume, along with a **cover letter clearly outlining why you are interested in participating as a member of the Board of Directors and how your region, and competencies match the eligibility criteria outlined in this package.**
 - ✓ Completed Competency Matrix
 - ✓ Completion of OSPE's Governance Training Module
 - ✓ Packages should be addressed to the Chair of the Nominating Committee, Mark Emmanuel, P.Eng., via the Manager of Administration at mviolante@ospe.on.ca.
- The Nominating Committee may encourage potential candidates to stand for election. The Nominating Committee may add to the slate of candidates up until the time the slate is approved by the Society's Board of Directors. Encouraged candidates will also be asked to submit an application package.
- Individuals will be evaluated by the Nominating Committee based on their regions, skills, governance experience, diversity and qualities of directors, including special requirements of the Corporation from time to time. The Committee will use a competency skills matrix, which has been approved by the OSPE Board.
- The Nominating Committee is not obliged to add any nomination to the slate of candidates. Criteria will be based on regions, governance experience, diversity and a competency skills matrix.
- The Chair of the Nominating Committee will notify Nominees of their eligibility or ineligibility for election based on their application.
- Ineligible Nominees may submit an appeal of the decision of the Nominating Committee to the OSPE Board.
- Election ballots will be emailed or mailed to Society members by March 24, 2025.
- Online Voting Ballot deadline April 14, 2025, at 23:59 p.m.
- The newly elected Board of Directors will take office immediately following the Annual General Meeting on May 6, 2025.

2. Nominations are to be submitted on the approved **Nomination Forms**, included in this package and available on the OSPE website.

3. Candidates who have accepted a nomination to run for PEO Council cannot simultaneously run for election on the OSPE Board. An individual cannot be a member of the Society's Board while also a member of PEO Council.

4. Candidates who are currently staff members of Professional Engineers Ontario (PEO) or OSPE or are immediate family members of OSPE staff or are under contract to provide services to OSPE, are not eligible to run for election on the OSPE Board.
5. A Nominations package can be submitted via email to mviolante@ospe.on.ca.
6. When more than one nomination is received for a candidate, the first nomination received that meets the requirements shall be accepted as the official nomination.
7. The Society will rely on an independent outside agency to conduct all the principal procedures for the 2025 election.
8. The agency to be employed will be identified to the members with voting material or through publicity.
9. Ballots may be assembled, prepared and, where required, "proofed" in the Society offices. The ballot will then be forwarded to the agency for approval before being sent to the printer designated by the Society for emailing or printing and mailing. The ballots shall not go to the printer until the agency is satisfied that the ballot layout and design complies with the basic requirements for fairness, transparency, and simplicity.
10. It shall be the responsibility of the agency to supervise the emailing of the ballots directly to the members. Ballots are not to be handled by any Society staff member.
11. Election ballots will show each candidate's name noting that they are running for a three-year term. Candidates will be listed in alphabetical sequence of their last name.
12. Election ballots will be emailed to all eligible voters (Regular Members of the Society) who have provided OSPE with their email address.
13. Election material accompanying the ballots will be permitted to the total of 450 words for each candidate, providing the material is received at Society headquarters by **February 14, 2025, at 4:30 p.m.**
14. The content of election material is at the candidate's discretion (see Instructions for Candidate's Bio and Statement). Society staff may ensure that candidates comply with election material procedures and length of text and will advise candidates accordingly. Any objections or resolutions must be made by **4:30 p.m. February 21, 2025**. Candidates are responsible for meeting this deadline and are expected to be available by telephone or e-mail during this period.
15. Verifications of eligibility, validity, or entitlement of all ballots received will be done by the agency.
16. Voting will be conducted electronically and the submission of the ballot using the unique number/password will be accepted once. Any subsequent attempts to use the unique number/password will automatically be rejected should they choose to send the electronic ballot again.
17. The four candidates receiving the greatest number of votes for a three-year term are elected to the Board. In the event of a tie, the election shall be decided by the toss of a coin conducted by the retiring Chair of the Board in the presence of the candidates or their agents if they so desire.
18. Certification of all data will be provided by the official agency.

19. The Chief Executive Officer or their designate will notify each candidate, via telephone and/or email, of the election results.

20. The Chief Executive Officer or their designate shall give email notice of the election results, including election by acclamation:

- a) To all members of the current Board; and
- b) To all candidates, including the number of votes cast for each candidate, and shall publicize the results to all members prior to the date of the annual meeting of the members following the date of the election.

21. The rules cannot change once the process has begun. They can be clarified but not changed.

22. Election Publicity

- An announcement of all nominations will be made via OSPE publications.
- Candidates' materials (**maximum of 450 words**) and recent photos (**supplied by candidates**) will be included in the voting materials sent to members.
- Candidates' material for publication should be prepared according to the guidelines "Instructions for Candidate's Bio and Statement" and forwarded to the Society as soon as possible following submission of the nomination but, in any case, not later than **February 14, 2025, at 4:30 p.m.**
- All material should be submitted in **word format** and e-mailed to Marisa Violante, Manager, Administration at mviolante@ospe.on.ca. Photographs must be current and in colour and a high- resolution quality digital photograph of 1 MB or higher. If word counts in candidates' material exceed the number of words specified and time does not permit revision by the author, the counts will be adjusted by the removal of the appropriate number of words from the end of the material. All material will be finalized by 4:30 p.m. **February 21, 2025.**
- Candidates may post additional material on their own websites and a link will be provided from OSPE's website from **March 24, 2025, until April 14, 2025.** Candidates will have complete control over the content of their websites but are reminded that their content must be in keeping with the dignity of the profession. URLs of candidate websites must be provided to Marisa Violante, Manager, Administration by **March 10, 2025**, by emailing at mviolante@ospe.on.ca.
- The candidate is responsible for all activities they conduct on their site. If they are posting information on publicly accessible areas of the OSPE site, keep in mind that anyone can see it. The candidate will follow the "Terms of Use" policy located on the OSPE website.

23. The Nominating Committee is authorized to interpret the election publicity guidelines and procedures and to review submissions for factual correctness. Candidates will be advised of any factual errors contained by the Nominating Committee.

24. Nomination Rejection

To be clear, it is the responsibility of the Nominee to ensure that their Nominator is a Society member in good standing. **Nominations will not be accepted if:**

- received after the deadline of **4:30 p.m. January 24, 2025.**

- The Nomination package is incomplete.
- The candidate is ineligible to serve as a Director under Section 2.2 of OSPE Bylaw 1-2023.
- The nomination would lead to an imbalance of regions on the OSPE Board. In order to avoid unbalanced participation, no member may be nominated if they are counted as a member of a region that has at the time one third (1/3) or more members serving on the Board who will be continuing their existing term in office after the conclusion of the election being called.

NOMINATION FORM 2025

Candidate Full Name: *(please print)* _____

Region: _____ *(see note at end of form)*

Address: _____ Phone: _____

E-mail: _____ OSPE Member #: _____

NOMINATOR: *(Current Board Directors are not eligible to Nominate Candidates)*

Full Name *(please print)*: _____

Phone: _____ Email: _____

Signature: _____ OSPE Member #: _____

CONSENT TO NOMINATION

I _____, as a Regular Member of the Ontario Society of Professional Engineers, hereby consent to my nomination as a Director of the Board to take office May 6, 2025. I agree to stand for election and serve as a Director for a 3-year term, if elected.

I agree to adhere to the OSPE Board Director Oath of Office, as well as the OSPE Code of Conduct.

I understand that I will not simultaneously run for election on PEO Council, and I am not a staff member of the PEO or OSPE or an immediate family member of an OSPE staff member.

Signature: _____

Date: _____

Region:

- | | | |
|-------------|------------|---------------------|
| 1. Toronto | 3. Central | 5. Southwest |
| 2. Northern | 4. Eastern | 6. Golden Horseshoe |

OSPE Board Competency Matrix

Candidate Name: _____

Area of Competency	Rating
Generic Board Knowledge, Skills and Experience	
Board and corporate governance	
Financial	
Accounting/Audit	
Risk Management and Controls	
Human Resources/ Performance Management/Compensation	
Legal	
Regulatory	
Strategic Planning	
IT/E-Commerce/Privacy Management	
Skills, Knowledge and Experience in Support of OSPEs Overall Role	
OSPE Member	
P.Eng Holder	
Marketing/Sales	
Membership Association Management	
Government Relations	
Policy Development	
Social Media	
Communications/Public Relations	
Member Relations	
OSPE Strategic Plan	
Membership Growth, Development and Retention	
Public Awareness/Public Relations/Communications Management/Social Media	
Policy Development and Advocacy	
Community Engagement	
Strategic Partnership Development	
Total	0

LEGEND
<p>(4) Expert: In addition to extensive experience, I hold a professional designation in the area and/or this has been my primary area of professional/business/academic practice for an extensive period.</p> <p>(3) Strong: I have extensive experience in this area, including current knowledge and understanding of the skills/competencies in question.</p> <p>(2) Moderate: I have a broad knowledge of this area acquired through practical business/academic experience.</p> <p>(1) Limited: I have a basic understanding of this topic.</p> <p>(0) None: I have no experience in this area.</p>
Please rate your experience and expertise in the following areas using a rating of 0 - 4 based on the above noted legend.

Instructions for Candidate's Election Bio and Statement

For purposes of the Society election, candidate election material (**limit 450 words**) may include biographical information and a candidate statement and must be presented using the following headings and in the following order to maintain consistency in published material.

1. Name
2. Employer and position
3. Education
 - ◆ Degrees and school(s) attended
4. Employment history
5. Activities in advocacy organizations (and organization *who seek to influence political decisions and policy*)
 - ◆ Boards
 - ◆ Committees
6. Years of registration with profession
 - ◆ Ontario
 - ◆ Another province
7. Other professional affiliations, including positions held
8. Community service
 - ◆ Name of organization(s)
 - ◆ Position(s) held
 - ◆ Length of service
9. Conference or Technical papers given or published
10. Candidate Statement
 - ◆ Why are you interested in participating as a member of the Board of Directors?
 - ◆ How your experience, skills and competencies match the eligibility criteria outlined in this package

Notes:

1. **Material will be published in the above order and under the headings specified.**
2. **If a candidate puts nothing under a specified heading, the heading will be deleted from the printed statement.**
3. **If the total word count exceeds 450 words and time does not permit revision by the author, after the material has been placed in the required order any excess words will be removed from the end of the material. Headings are included in the word count.**
4. **Candidate election material must be received at Society headquarters by 4:30 p.m. on February 14, 2025.**