

Addressing Engineering's “Wicked Problems”

The Ontario Society of Professional Engineers supports and empowers Ontario's engineering community to build a better tomorrow for all

Problem

In early 2024, OSPE embarked on a strategic refresh to address the complex, long-term challenges facing the engineering profession. Extensive research had revealed critical issues, including a perceived decline in the P. Eng. designation's relevance and engineers being sidelined from industry leadership. OSPE needed a strategy to unite its board, staff, and members – both current and future – to tackle these “wicked problems.”

Approach

Halmyre partnered with OSPE to develop a strategic plan focused on alignment and long-term impact. Together, we:

- Collaborated with the board, staff, members, and stakeholders to pinpoint core hinderances to engineering's current impact and ideal future.
- Purpose-built a new vision and mission, informed by the collaborative insights, to confront these complex obstacles.
- Designed four key strategies to address immediate needs, while laying the groundwork for long-term solutions to the profession's most pressing issues.

Outcome


- Bold, refreshed strategy that confronts the challenges facing engineering today.
- Confidence and a clear roadmap to envision a brighter future where engineers reclaim their rightful place as leaders.
- A balanced scorecard to guide governance and administration effectively.
- Measurable key success factors to ensure sustained progress toward the long-term vision.

Challenges Identified by Ontario's Engineering Community

Leadership and cultural barriers are standing in the way.


Engineers have often been excluded from leadership roles in decisions that affect both their peers and society, with too many choices driven solely by business considerations.

Cultural issues, including systemic and unconscious biases, are deeply rooted in engineering. Merit does not have the role it is perceived to have in career advancement and this must be addressed.



OSPE Strategic Map

Connecting all the dots for balanced growth of the organization



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Strategic Level Planning – Executive Overview

Connecting the North Star to OSPE's pillars

Area	Strategic Foundation
North Star	The engineering community builds safe, innovative, prosperous, and inclusive societies.
Two Problems	Engineering graduates are not the leaders/decision makers in decisions that impact engineering graduates and society. Too many decisions are being made through a business-only framework.
Vision	Engineers leading organizations to innovation, prosperity, and safety.
Mission	OSPE is the home for Ontario's engineering community, supporting and empowering it to build a better tomorrow for all.
Unique Value Proposition	OSPE is a bold membership organization that carves a path and empowers engineers so they can achieve fulfilling and rewarding careers. It does this by fostering an engineering culture that is inclusive of all talents. It also creates an environment and provides tools so that all engineers can lead to create a better future for themselves, their organizations and society at large.
Pillars	Unite – All stakeholders, united in our vision. Lead – Engineering leadership. Care – Fair, equitable and truly merit based workplaces. Prosper – Proper compensation.

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A Bold Shift: Target Audiences

The meaning of “Engineers” in Ontario in 2025 and beyond

Engineers are traditionally defined as holding a Professional Engineer (P.Eng.) designation.

For OSPE and the future its members seek, we will use the generic term engineer to refer to (including but not limited to):

- Professional Engineers
- Engineering graduates
- Engineers in non-professional specialties
- Engineering students
- Non-practicing engineers
- The whole engineering community



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