

# GREAT EXPECTATIONS: CHANGES, CHALLENGES, AND COMPROMISES THROUGH AN INTERGENERATIONAL LENS

**COMMUNITY OF PRACTICE  
14TH CONFERENCE ON THE LEADER-ENGINEER**

The Faculty Club, Wedgewood Room  
41 Willcocks Street

November 15, 2024



UNIVERSITY OF TORONTO  
FACULTY OF APPLIED SCIENCE & ENGINEERING  
Troost Institute for Leadership Education in Engineering

**Community  
of Practice**



# WELCOME

This conference is designed to bring together our **Community of Practice** and foster meaningful dialogue about the evolution of leadership in engineering.

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*Great Expectations: Changes, Challenges, and Compromises Through An Intergenerational Lens*

Post-Covid, as companies settle into the new normal, employee expectations and workplace dynamics have changed. The conference will provide a look at recent research in this area and facilitate an intergenerational conversation.

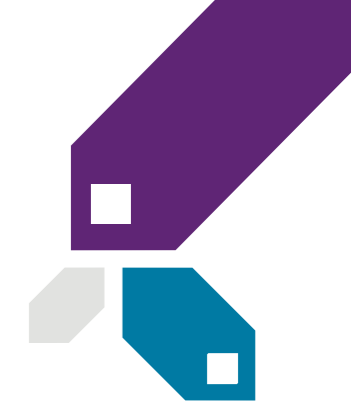
This is an opportunity for participants to exchange knowledge and perspectives bridging industry and academia across generations. Expect to engage with a diverse group of engineers, managers, and human resource professionals as well as University of Toronto faculty, staff, and students.

We welcome you to join us for a day of connection, shared learning, and stimulating discussions.





# AGENDA



Friday, November 15, 2024  
9:00 AM - 3:00 PM

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9:00 AM - 9:30 AM Continental Breakfast & Registration

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9:30 AM - 10:00 AM Welcome and Introductions

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10:00 AM - 10:45 AM [Keynote with Emily Moore, Academic Director, and Andrea Chan, Senior Research Associate](#)

**Are we there yet? Trying to define the "new normal"**

Since the disruption of 2020, it seems like the world of work has fundamentally changed. Generational transitions, dynamic labour markets, the possibility of remote work, and tech sector turbulence has resulted in shifts in expectations for engineering employees and employers. This keynote will draw on recent research around workplace trends and challenges to set the context for our day of discussions.

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10:45 AM - 11:00 AM Break

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11:00 AM - 12:00 PM [Intergenerational Conversation Cafe](#)

In this facilitated activity, participants will be introduced to the generations that make up today's workforce; exploring the behaviours and needs of each, and the generation they identify with.

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12:00 PM - 1:00 PM Lunch & Networking

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1:00 PM - 2:00 PM [Panel Perspectives](#)

How are we supporting multiple generations in the workplace? What are the tensions arising as we settle into a new normal? Our panelists will discuss how organizations are balancing the needs of their workforce and operational objectives.

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2:00 PM - 2:15 PM Break

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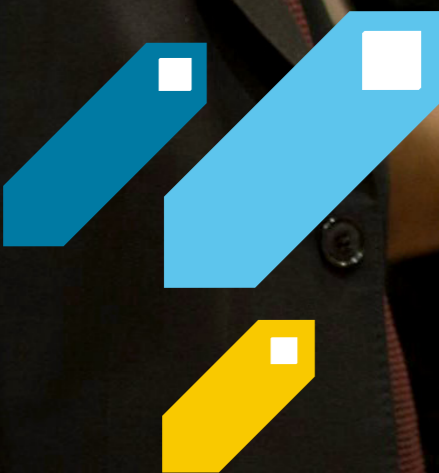
2:15 PM - 2:45 PM [Small Group Discussions: Navigating Forward](#)

Using the information and stories presented throughout the day, participants will discuss approaches, processes, and actions that organizations might consider to best support the dynamic, intergenerational workplace.

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2:45 PM - 3:00 PM Closing Remarks & Adjourn

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# MEET THE PANEL

## PANEL MODERATOR

JESSICA LI, P.Eng.

*Sessional Instructor, PhD Candidate in Engineering Leadership Education*



### ROGER FRANCIS

*Executive Director, Engineering Career & Experiential Learning*  
University of Toronto

Roger's 25-year career includes experience as an engineering recruiter, leadership consultant, and years developing work integrated learning programs at the University of Toronto. Having recently redesigned the PEY Co-op Program for the Faculty of Applied Science & Engineering, Roger serves as Chair of the UofT Co-op Executive Committee. This tri-campus collaboration brings together all co-op units under one UofT Co-op umbrella; building ease and efficiency for employers to hire students, while creating opportunities for students to explore various industries and expand their career horizons. Roger has an undergraduate degree in Philosophy and a graduate degree in Leadership. An active volunteer, Roger currently serves on the board of a not-for-profit organization working to build resource solutions for Long Term Care facilities across Ontario.



### KATHERINE WONG-CAMERON, P.Eng.

*Associate/Project Manager, High Pressure Metallurgy, Metals Autoclave Technology*  
HATCH

Katherine is currently an Associate and Project Manager in the High Pressure Metallurgy, Metals team at Hatch. She has over twenty (20+) years of project controls, capital estimating and project management experience. Since joining Hatch, Katherine has a proven track-record for delivering complex studies on-time and on budget. Her specialties include delivery of scoping, prefeasibility, feasibility studies, and estimating of pressure oxidation and pressure leaching facilities ranging from \$500 million to \$4.8 billion in capital costs. Katherine holds a Bachelor of Applied Science and Engineering degree in Chemical Engineering from the University of Toronto and is a member of CIM, PEO and AACE.



### MARCO CARNEVALE, CTD

*Training & Development Manager*  
Peel Plastic Products Limited

Marco is a learning and development professional who believes in and promotes lifelong learning as a key to success. His work includes designing and implementing learning initiatives, tracking team member skill levels, identifying gaps when aligned with the business' needs, providing solutions on how to address those gaps, and staying current on Learning & Development trends. He has been in the adult learning and development field for over 15 years.



### SANDRO PERRUZZA, ICD.D

*CEO*  
Ontario Society of Professional Engineers

Sandro Perruzza is the Chief Executive Officer of the Ontario Society of Professional Engineers (OSPE). Sandro is also on the Board of Directors of Minerva Canada, and the Past-Chair of the Construction & Design Alliance of Ontario. He also serves on numerous committees and advisory boards across the country. He has been recognized for the ability to translate complex concepts and situations into unique and practical solutions, which have been implemented in numerous fortune 500 companies, as well as in small and medium sized enterprises. He has a Bachelor of Science in Mathematics from McMaster University, as well as a Diploma in Occupational Health and Safety from McMaster, and has recently obtained his ICD.D designation from the Institute of Corporate Directors.

Prior to joining OSPE, Sandro was the Chief of Client Services at Workplace Safety & Prevention Services, where he was a member of the Ontario Ministry of Labour's Prevention Operations Forum. Sandro lives in Oakville, with his wife and four children, and is actively involved in the community.



# THANK YOU COMMUNITY OF PRACTICE PARTNERS

As technology continues to transform our world, engineers are poised to lead—but only if they have the knowledge and the tools to do so. That is why the Community of Practice on Engineering Leadership exists. We are determined to increase the capacity of engineers to lead in the workplace and in society.

We'd like to acknowledge the generous support of our CoP Partners who enable this work.















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## Community of Practice

### Troost Institute for Leadership Education in Engineering

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