

**“Common sense training for common sense people.
This Program covers the essentials for all levels
within the Public Works sector, large or small.
I highly recommend it. The networking is great too”**

- Scott Cameron CET, PW Manager, Drummond North Elmsley Twp.



Training for municipal managers, supervisors, and those preparing for leadership roles

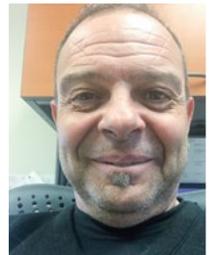
Local municipal operations require experienced, highly trained professional personnel who can efficiently execute the corporate blueprint. Strong, committed leadership at all organizational levels ensures the focused development and delivery of essential community services. Therefore, we proudly introduce the 2020 Public Works Leadership Development Program (8 modules)—designed to benefit current and aspiring local government and public works managers who want to hone their management and leadership skills.

➤ LEARNING APPROACH

The bottom line is that you are busy and you have selected this program because you are motivated to learn and develop new skills. We have tailored each module to ensure that the content is relevant, the environment (including venue/room, food and refreshments) is relaxed and that we involve you in the learning process with practical group discussions/activities, functional simulations (i.e. case studies) and problem solving. Our very competent instructors are fun, approachable and use experiential learning methods to tap into your practical knowledge.

“ I would like to take this opportunity to encourage anyone who wants to help achieve their goals and aspirations with advancing to a leadership role within the municipal sector. I highly recommend the PWLDP provided by AORS. From a roads operator to a roads supervisor, the PWLDP has the key elements that will assist you in being a great Leader. I strongly recommend enrolling in this program.

JOE CARVALHO, CRS-I, AREA SUPERVISOR, REGION OF WATERLOO



2020 PWLDP Training Dates:

MODULE	CLASSIFICATION	DATE	LOCATION
Local Government	CRS	April 21	Belleville
Customer Service	CRS	April 22	Belleville
Leadership & Supervision	CRS	April 23	Belleville
Financial Management	CRS-I	April 29	Oshawa
Talent Management	CRS-I	April 30	Oshawa
Local Government	CRS	May 12	Stoney Creek
Customer Service	CRS	May 13	Stoney Creek
Leadership & Supervision	CRS	May 14	Stoney Creek
Financial Management	CRS-I	May 20	London
Talent Management	CRS-I	May 21	London
Process Management	CRS-S	May 26	Mississauga
Continuous Improvement	CRS-S	May 27	Mississauga
Communications	CRS-S	May 28	Mississauga
Local Government	CRS	Sept 22	Kitchener
Customer Service	CRS	Sept 23	Kitchener
Leadership & Supervision	CRS	Sept 24	Kitchener
Financial Management	CRS-I	Sept 29	Stoney Creek
Talent Management	CRS-I	Sept 30	Stoney Creek
Local Government	CRS	Oct 6	Barrie
Customer Service	CRS	Oct 7	Barrie
Leadership & Supervision	CRS	Oct 8	Barrie

Additional dates may be added to meet demand.

Check the AORS website for a current listing of all dates and locations.

For Your Information: A pass mark of seventy percent (70%) is required on all PWLDP module tests for CRS eligibility. All 8 modules must be successfully completed to obtain a PWLDP Certificate of Completion.

CURRENT MODULE TOPICS & CRS LEVEL REQUIREMENTS

The following modules are mandatory for Certified Road Supervisor (CRS) professional designation as noted:

Local Government (CRS)

The Municipal Framework

- ▶ History of municipal government
- ▶ Government structure & legal framework
- ▶ Roles and Responsibilities of the Public Works Manager
- ▶ Council and CAO expectations
- ▶ Professional Conduct and Ethics
- ▶ Trends & Challenges in Local Government

Leadership & Supervision (CRS)

Getting Work Done Through Others

- ▶ The regulatory framework governing employment
- ▶ Supervisor's roles and responsibilities
- ▶ Having difficult conversations
- ▶ Performance planning and review
- ▶ Progressive Discipline
- ▶ Supervising in a unionized environment

Customer Service (CRS)

In Service to Others

- ▶ Foundations for Customer Service Excellence
- ▶ Customer Service in Public Works
- ▶ Valuing & Handling Customer Complaints
- ▶ Time Management
- ▶ Creating a Customer-Focused Workforce

Financial Management (CRS-I)

Resourcing and Stewardship

- ▶ Planning
- ▶ Operating and Capital budgets
- ▶ Managing the money—financial controls
- ▶ Risk analysis
- ▶ Maintenance management systems

Talent Management (CRS-I)

People Resourcing for the Future

- ▶ Labour and workforce demographics
- ▶ Talent assessment and succession planning
- ▶ Hiring, retention, and exit strategies
- ▶ Organizational and work design

Process Management (CRS-S)

Keeping Pace and Getting Better

- ▶ Process development
- ▶ Operational cultural excellence
- ▶ Benchmarking and best practices
- ▶ Organizational transition

Continuous Improvement (CRS-S)

Quality and Change Management

- ▶ Change management
- ▶ Tools for improvement
- ▶ Improving processes
- ▶ Creating an improvement culture

Communications (CRS-S)

Making Your Point and Hearing Others

- ▶ Report-Writing to Council
- ▶ Making a Presentation to Council
- ▶ Dealing with the Media
- ▶ Community Stakeholder Consultation

WHO SHOULD PARTICIPATE

Participants typically have responsibility for diverse portfolios that include roads, parks, property, facilities, water, wastewater, cemeteries, airports, landfills, emergency services, utilities and other Municipal community services. All have benefitted from the opportunity to network and learn from each other and the experiences of our instructors.

“I have just finished my leadership development program this year. It was very informative and broadened my horizons and gave me lots of tools to work with in the future. The instructors were professional and knowledgeable. I would recommend these courses to anyone that would like to further advance their knowledge in this field.”

– Christian Waefler, lead hand, Township of Carling

YOU SHOULD ALSO KNOW

- ▶ All 8 PWLDP modules (one day/module) are offered throughout Ontario. Courses can be taken individually or as part of the complete program.
- ▶ In order to receive a PWLDP Certificate of Completion, all eight (8) modules must be taken through AORS. Approved equivalent courses only qualify for certification purposes.
- ▶ If a passing grade is not achieved, there are options for securing the credit, including rewriting the exam, or retaking the course. For the first five (5) modules, a coaching session is a third option—available on formal request for anyone seeking their CRS or CRS-I.
- ▶ All modules qualify for 0.7 CEU.
- ▶ The AORS website contains date/location information for the modules.

“Effective infrastructure management requires a holistic understanding of operations and maintenance needs and challenges. The PWLDP series has helped me gain the perspective I need to align and coordinate our team’s efforts to get the best possible long-term outcomes.”

JUSTIN METRAS CET, CRS, MANAGER OF INFRASTRUCTURE AND CAPITAL PROJECTS,
TOWNSHIP OF ORO-MEDONTE

If you or your Municipal staff are interested in this program we would like to hear from you.

Contact:

Dennis O'Neil, Member Services Coordinator; Cell: (519)405-0062; dennisoneil@aors.on.ca;

OR

Michelle Poirier, Support Services Coordinator; Cell: (613)583-4024; michellepoirier@aors.on.ca

The training team and AORS staff will be continually revising the course material to ensure that current, relevant content is available to participants.

PWLDP INSTRUCTIONAL TEAM

The Association of Ontario Road Supervisors (AORS) introduced the Public Works Leadership Development Program (PWLDP) in December of 2007 as a standalone program to address an identified gap in the leadership skills of public works supervisors. The 8 individual modules that make up the PWLDP were initially designed to give these supervisors a high-level view of the main aspects of their day to day jobs with a focus on the skills required to effectively manage and lead teams. In 2013, the modules were also made prerequisites for the different levels of the Certified Road Supervisor (CRS) designation. Over the last decade, the PWLDP has evolved into a sought-after set of leadership modules, successfully preparing the municipal leaders of the future. Hundreds of municipal managers, supervisors and team leaders have completed or are currently enrolled in the PWLDP.

The PWLDP was originally developed for AORS by Wood Sloan Associates. Each module is tailored to ensure the content is relevant, the learning environment is relaxed, and the learning process includes practical group discussions, activities, and case studies. Each module includes a final exam, developed to ensure learning transfer. The opportunity to network and to learn from each other and the PWLDP instructors is paramount to the success of the program and is a main benefit for participants who take part in the PWLDP modules.

In 2018, after receiving news of the retirement of Wood Sloan Associates, the PWLDP was seamlessly transitioned to an AORS owned and delivered program. AORS is committed to providing participants of the PWLDP with high quality, professional trainers and will continue to work hard to ensure our instructors have current leadership experience in municipal or public works as well as a wealth of experience in training and facilitation. The following instructors are committed to helping trainees of the PWLDP achieve their academic or leadership goals and are dedicated to delivering the PWLDP modules with enthusiasm and excellence.

Michelle Poirier, AORS Support Services Coordinator



Craig Davidson

Craig is presently the Treasurer/Administrator for the Municipality of Temagami. Craig has been involved with municipal government for 31 years. He has worked as a municipal auditor, financial advisor and as the CAO, clerk and treasurer for several municipalities including Hastings Highlands, the Town of Bancroft and the Town of Moosonee. Craig served on the board of directors for the Ontario Good Roads Association for 5 years and was the Chair of Member Services for 2. Craig has presented at various conferences on topics ranging from municipal budgeting to financial sustainability.

**Lee Anne Doyle, MCIP, RPP, AMCT, OCT**

Professionally Lee Anne has held various leadership positions in planning, building, by-law enforcement and municipal administration in both upper and lower tier municipalities in southwestern Ontario. Her education background includes a Bachelor of Environmental Studies (Honours Urban & Regional Planning) from the University of Waterloo; a Bachelor of Education Degree (Specialist Geography) from the University of Windsor and a Master of Public Administration Degree from Western University. Her strong leadership skills and professional excellence have been recognized and awarded by numerous organizations.

Lee Anne received the Ontario Professional Planners (OPPI) Award in 2006 for her outstanding contributions to the Institute and the planning profession. She is the recipient of the International ATHENA Leadership Award presented by the Windsor-Essex Regional Chamber of Commerce for her professional excellence, service to the community and mentoring of women in achieving their leadership potential. Lee Anne was appointed the University of Waterloo School of Planning 2017-2018 Planner-in-Residence.



Sandra McKenzie, CHRL, MEd

Sandra is a Certified Human Resources Leader with a Bachelor of Science In Psychology, a Master's Degree in Workplace Learning and Change (Adult Education), and a Diploma in Public Administration and Leadership. She has experience working with teams, leaders and employees to improve their effectiveness. She has HR leadership experience with a particular focus on organizational development, learning and change management. She is a dynamic speaker, facilitator and coach; her engaging and interactive workshops challenge participants to work through the tough questions in order to move forward in a positive way. Sandra has experience working with the most senior levels of public and private sector organizations as an influencer of change and has contributed as a member of senior leadership teams leading cultural shifts in various organizations.

**Steve Roberts, C.E.T.**

Steve graduated from St. Lawrence college in 1978. Steve has 38 years in municipal infrastructure engineering, construction, operations and project management. He has served as an Engineering Design Technologist with the Town of Oakville, a Public Works Superintendent with Township of Loughborough, Manager of County Roads and Bridges with County of Lennox and Addington. Steve retired in 2016 with a broad experience base in municipal transportation, infrastructure, design, operations/maintenance, construction and capital project management. Steve has been a member of the Ontario Association of Certified Engineering Technicians and Technologists for 41 year and holds OGRA and AORS certifications. He is a 27-year member of AORS and District 8 Road Supervisors Association past Vice President and Treasurer. He was Treasurer for the 2018 AORS trade show and is a part time professor in the Civil Engineering program at St. Lawrence College, Kingston.



“Learning is the only thing the mind never exhausts, never fears, and never regrets.”

-Leonardo da Vinci

