

“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



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 2023 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 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.

“ The PWLDP Program has provided me the tools to look at issues that arise daily in municipal works with a new improved perspective. The wide assortment of training covered by knowledgeable instructors has given me the opportunity to use a skills-based professional approach to challenges leading to greater public satisfaction. I am proud of this achievement and recommend the course to anyone able to attend.

BROCK VANALSTINE CRS

2022 MARVIN D HALLADAY MEMORIAL AWARD WINNER



2023 PWLDP Training Dates:

MODULE	LEVEL	DATE	LOCATION
Local Government	CRS	March 21	Mississauga
Customer Service	CRS	March 22	Mississauga
Leadership & Supervision	CRS	March 23	Mississauga
Financial Management	CRS-I	April 4	Mississauga
Talent Management	CRS-I	April 5	Mississauga
Process Management	CRS-S	April 25	Online
Continuous Improvement	CRS-S	April 26	Online
Communications	CRS-S	April 27	Online
Local Government	CRS	May 30	Online
Customer Service	CRS	May 31	Online
Leadership & Supervision	CRS	June 1	Online
Local Government	CRS	October 3	Mississauga
Customer Service	CRS	October 4	Mississauga
Leadership & Supervision	CRS	October 5	Mississauga
Financial Management	CRS-I	October 17	Online
Talent Management	CRS-I	October 18	Online
Process Management	CRS-S	November 7	Mississauga
Continuous Improvement	CRS-S	November 8	Mississauga
Communications	CRS-S	November 9	Mississauga

**Additional dates may be added to meet demand.
Check the AORS website for current offerings and registration forms.**

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.



AORS also offers web-based training solutions for many of our courses, giving you even more avenues to reach your training goals.

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 recommend anyone who is a supervisor or looking to become one, take the PWLDP. Learning from great instructors and through group discussions will give you the necessary skills and tools to become a good leader.”

– Jason Dalgleish, CRS-I, Supervisor of Public Works, Town of Smiths Falls

“I cannot overstate the value of having very seasoned and current municipal employees from high levels teach these subjects. All the fresh ideas and relative experience on Public sector topics was a total valued resource.”

GLEN INGLIS, CRS-I, PUBLIC WORKS SUPERVISOR,
CITY OF GUELPH

YOU SHOULD ALSO KNOW

- ▶ All 8 PWLDP modules (one day/module) are offered throughout Ontario and Online. 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 completed successfully.
- ▶ 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 the most current PWLDP module offerings and registration forms.



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

Christie Little, Programming and Training Coordinator; Cell: (226) 543-1107; christielittle@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 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 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.

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.

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.



Christie Little, AORS Programming and Training 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.

**Ewen MacDonald, CRS-S**

Ewen was the General Manager Infrastructure Services for the Township of South Glengarry for 29 years until his retirement in 2021. Prior to this position he was a Supervisor at Cornwall Gravel Company Ltd for 7 years. He was a Course Director for the OGRA Anderson Road School Managing Human Resources Course for 10 years. Ewen was also a long serving member on the AORS Board of Directors, where he sat on numerous committees and task forces, and is a 2-time Past President. He has a Degree in Public Administration from Western University and is a Certified Road Supervisor Senior.



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.

**Michael Touw, B.Sc(Eng), MPA**

Michael is currently the Chief Administrative Officer for the Town of Perth. He has been in municipal government for 15 years, nearly all in Public Works, and as an active member of District 8 Road Supervisors Association. Michael has a background in Civil Engineering (Queen's) and Public Administration (Western). He previously served on the board of the Ontario Good Roads Association (OGRA) and is now on the board for the Association of Municipalities of Ontario (AMO). In addition to teaching within the PWLDP for AORS, Michael leads the TJ Mahony course for OGRA and has a passion for contributing to the advancement of municipal public works in Ontario.

