**"Obtaining my CRS-I designation has provided me the knowledge to offer the best guidance and advice to my colleagues and the residents of my community. My professional career is focused on personal growth and achievements. AORS offers a diverse range of academic training opportunities for us public works supervisors and leaders, allowing us to expand our field of expertise."**

– Mathieu Gauthier, CRS-I, Foreman Prescott-Russell Public Works

# PWLDP

# PUBLIC WORKS LEADERSHIP DEVELOPMENT PROGRAM

# 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 2025 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.

> As an administrative professional in the Public Works industry, PWLDP is a valuable addition to my skill set. I recommend this course, not only for those directly involved in roads and infrastructure, but also for individuals who provide administrative support to Operations; to gain a comprehensive understanding of PW management from an operational perspective. This training is highly transferable to administrative and customer service roles, which ultimately helps us to better serve the public and the team

**KIM PAYEUR, MANAGER**, ADMINISTRATIVE SERVICES, TRANSPORTATION & OPERATIONS SERVICES, CITY OF BELLEVILLE

# 2026 PWLDP Training Dates:

| MODULE | LEVEL | DATE | LOCATION |
|---|---|---|---|
| Local Government | CRS | February 24, 2026 | Online |
| Customer Service | CRS | February 25, 2026 | Online |
| Leadership & Supervision | CRS | February 26, 2026 | Online |
| Local Government | CRS | April 7, 2026 | Online |
| Customer Service | CRS | April 8, 2026 | Online |
| Leadership & Supervision | CRS | April 9, 2026 | Online |
| Financial Management | CRS-I | April 14, 2026 | Online |
| Talent Management | CRS-I | April 15, 2026 | Online |
| Local Government | CRS | May 12, 2026 | Peterborough |
| Customer Service | CRS | May 13, 2026 | Peterborough |
| Leadership & Supervision | CRS | May 14, 2026 | Peterborough |
| Local Government | CRS | June 23, 2026 | Orangeville |
| Customer Service | CRS | June 24, 2026 | Orangeville |
| Leadership & Supervision | CRS | June 25, 2026 | Orangeville |
| Financial Management | CRS-I | July 28, 2026 | Orillia |
| Talent Management | CRS-I | July 29, 2026 | Orillia |
| Process Management | CRS-S | August 18, 2026 | Orillia |
| Continuous Improvement | CRS-S | August 19, 2026 | Orillia |
| Communications | CRS-S | August 20, 2026 | Orillia |
| Local Government | CRS | October 6, 2026 | Online |
| Customer Service | CRS | October 7, 2026 | Online |
| Leadership & Supervision | CRS | October 8, 2026 | Online |

**Dates and locations subject to change.**
**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

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- 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

## 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.

*Christie Little , AORS Programming and Training Coordinator*

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.