

# Association of Ontario Road Supervisors (AORS)

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Board of Directors Information Packet  
And Position Descriptions

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**Association of Ontario Road Supervisors (AORS)**  
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And Position Descriptions

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## **About AORS**

The Association of Ontario Road Supervisors is a Provincial professional and educational association of individuals dedicated to providing high quality services through certification, educational programs and interaction amongst its members.

AORS began in 1961 at Hart House, University of Toronto and now has 34 local associations across Ontario and a head office in Thorndale, Ontario. AORS provides opportunities for public works professionals to exchange ideas, increase professional proficiency and performance for themselves, their agencies and companies.

Governed by a 34 member board of directors and a 4 member executive elected at both the local and provincial level, AORS is a relevant, vital association with a reputation for commitment to our members and the public works community.

AORS membership is open to anyone (public/private sector) with an interest in public works. Our members, through their local associations shape the direction of the association and the public works profession.

## **Our Vision**

We are Ontario's Public Works Professionals who construct, maintain and operate the essential infrastructure you rely on each day. Our certified members are leaders in delivering services in the most effective, efficient and safe manner - embracing innovative technologies, educational opportunities and environmental stewardship.

## **Our Mission**

AORS supports and promotes our local associations and the public works industry through

- Communication
- Education
- Certification

# The Board of Directors

## ***Functions***

As representatives of the membership of the Association, the Board of Directors is the primary force advancing the association to the realization of its opportunities for service and fulfillment of its constitutional obligations to the membership, to the association as a single entity and to the public works community at large.

## ***Responsibilities***

The AORS Board of Directors is the accountability link between the membership in the local associations and the Executive Director, contractual staff and formal strategic partners. By virtue of their strong volunteerism to the association, each member of the Board of Directors commits to execute the following responsibilities to the best of their abilities:

### ***1. Planning***

- Approves the Association's mission, vision and reviews Association management's overall related performance. Association management is defined as the Corporate Directors and the Executive Director.
- Annually assesses the ever-changing Public Works environment in which the Association functions and approves the Association's strategies in relation to it.
- Reviews and approves the Association's programs, plans and directions.

### ***2. Organization***

- Work with the Executive Director and the Strategic Planning Committee to create a strategic direction for AORS and to set short and long term goals.
- Assures that management continuity is properly provided.
- Approve appropriate compensation and benefit policies and practices.
- Identify candidates and determine the eligibility of candidates for the nomination of Corporate Directors and approve as deemed appropriate.
- Actively participate at the Board meetings and on Committee assignments.
- Support promotional and community support-building events as designated by the Board. (e.g. National Public Works Week).
- Identify potential growth, promotion and/or organizational opportunities.
- Annually evaluate the performance of the Executive Director and other contractual staff and determine any increases in salary or bonus awards.

### ***3. Operations***

- Review the results achieved by Directors, Executive Director, staff and contracted employees as compared to the Association's mission, program plans, and the Strategic Plan as well as in comparison with those of similar organizations.
- Ascertain the financial structure of the Association is adequate for its current needs and the implementation of the Strategic Plan by approving the Association's annual budget.

- Approve major actions of the Association, such as capital expenditures on all projects over authorized limits or major changes in programs, services, office location, etc.
- Review at regular (i.e. every 4 months) BOD meetings the financial results for the organization and ensure, through the oversight of the Finance Committee, that reports are accurate and in accordance with accepted accounting principles.

#### **4. Audit**

- Assure that the Board of Directors and its committees are adequately and currently informed through reports and other methods of the state of the Association.
- Assure that published reports properly reflect operating results and the financial condition of the Association.
- Conclude that management has established appropriate policies to define and identify conflicts of interest throughout the Association, and is diligently overseeing the enforcement of these policies.
- Approve independent auditors.
- Review compliance with relevant material law affecting the Association.

#### **5. Leadership**

- Provide candid and constructive criticism critique, advice and comments to the Corporate Directors, other Members of the Board of Directors and the Executive Director.
- Execute the Association Constitution and By-Laws to include organizational cultural competency, maintaining the highest standard of fiduciary duty and responsibility to the organization.
- To be Public Works Professionals.

### **Overview**

As stated in the AORS Constitution, Section 4.0 Board of Directors “the affairs of the Association shall be managed by a Board of Directors comprised of a President, a First Vice-President, a Second Vice-President, the Immediate Past President, and one representative of each subscribing Region, County or District Association.”

The roles and responsibilities outlined on the following pages clarify the expectations and delegated authority of each position, ensure the integrity of Corporate governance and the realization of the Corporate objectives.

# **AORS PRESIDENT**

## **Roles and Responsibilities**

### **General Responsibilities**

The President is responsible for ensuring that the Board of Directors and its members are aware of and fulfill their governance responsibilities, comply with applicable laws and bylaws, conduct board business effectively and efficiently and, are accountable for their performance.

In order to fulfill these responsibilities, and subject to the organization's bylaws, the President presides over meetings, proposes policies and practices, sits on various committees, monitors the performance of Directors and Officers (i.e. Executive Director), submits various reports to the board and to other "stakeholders", proposes the creation of committees, appoints members to such committees, and performs other duties as the need arises and/or as defined in the bylaws.

### **Accountability**

The President is accountable to the Board of Directors or Members as specified in the bylaws. The President may delegate specific duties to the Executive Director, Board members, officers and/or committees as appropriate; however, the accountability for them remains with the President.

### **Specific Duties**

#### **Meetings**

The President ensures that an agenda is planned for board meetings. This may involve periodic meetings with committee chairpersons and the Executive Director to draft annual and meeting agendas and reporting schedules.

The President presides over meetings of the Board of Directors. In this capacity, the President

- chairs meetings according to accepted rules of order for the purposes of
  - encouraging all members to participate in discussion;
  - arriving at decisions in an orderly, timely and democratic manner;
- votes as prescribed in the bylaws.

## **Board Committees**

The President serves as an ex-officio member of board committees specified in the constitution and/or bylaws. In this capacity, the President's role is

- to serve as a voting member of the Personnel Committee for three (3) consecutive years,
- to serve as a voting member of the Strategic Planning and Finance Committees,
- to negotiate reporting schedules,
- to identify problems and assist the committee chairperson to resolve them, and if necessary, to bring them to the attention of the Board of Directors.

## **Board-Staff Relations**

The President is the primary liaison between the Board and the Executive Director. In this capacity, the President:

- meets periodically with the Executive Director ,
- ensures that periodic performance reviews of the Executive Director are conducted,
- participates in the hiring and evaluation of the Executive Director,
- in the absence of the Executive Director represent the Association at functions or meetings,
- provides confidentiality to all Association and personnel matters as required.

## **Community Relations**

The President ensures that the organization maintains positive and productive relationships with the membership, other organizations, partner associations and the public works community in general. In this capacity, the President serves as primary spokesperson for the organization. Duties may include:

- attends business or social events in at least five (5) Local Associations,
- represents the organization to the media,
- represents the organization on governmental or nongovernmental organizations and committees,
- timely and appropriate reporting of Board decisions and actions to membership,

## **Signing Officer**

The President is normally designated by the Board of Directors and/or bylaws as one of the signing officers for certain documents. In this capacity, the President

may be authorized or required to sign or countersign cheques, correspondence, applications, reports, contracts or other documents on behalf of organization.

### **Board Development**

The President ensures that structures and procedures are in place for effective recruitment and training of board members.

### **Financial Stewardship**

The President (and other Corporate Directors) is responsible for the trusteeship of financial resources and that funds are expended for the purposes intended. In this capacity the President

- learns, follows and upholds financial policies established by the Corporation and external agencies,
- participates in the review and development of the Corporate budget on a regular basis,
- ensures basic internal controls are established so that transactions are appropriately executed and recorded.

### **Marketing/Promotion**

The President ensures that specific marketing and promotional programs are in place to advance corporate 'brand awareness'. In this capacity the President

- attends Corporate events (e.g. AORS Municipal Trade Show, Annual Rodeo) and at least one other Public Works related Trade Show as the chief spokesperson for the Association,
- plays a leadership role in promotional/marketing campaigns,
- wears the appropriate Corporate apparel (formal/casual) to all events,
- reviews all Corporate promotions materials and makes suggestions for revision/improvement.

### **Delegation**

Depending upon the organization's needs and its bylaws, the President may establish or propose the establishment of committees of the Board, and may assign tasks and delegate responsibilities to board committees and/or directors.



# **First Vice-President**

## **Roles and Responsibilities**

### **General Responsibilities**

The First Vice-President is a Corporate Director as defined in the Constitution (Section 4.2) and shall assume the general responsibilities and specific duties of the President (noted above) in the event of the absence or disability of the President.

### **Accountability**

The First Vice-President is accountable to the Board of Directors or members as specified in the bylaws.

### ***Specific Duties***

### **Meetings**

The First Vice-President attends all meetings of the Board of Directors. In this capacity, the Vice-President

- organizes the spring BOD meeting in consultation with the President and Executive Director,
- hosts and organizes the venue and events for the Fall Supplier/BOD meeting in his/her Local Association,
- assists the President in drafting the BOD meeting agendas and the Annual General Meeting agenda,
- votes as prescribed in the bylaws.

### **Board Committees**

The Vice-President serves as a member of the Strategic Planning and Finance committees. In this capacity, the Vice-President's role is

- to serve as a voting member of the committees (if specified in the bylaws),
- to negotiate reporting schedules,
- to identify problems and assist the committee chairperson to resolve them, and if necessary, to bring them to the attention of the Board of Directors.

## **Community Relations**

The Vice-President maintains positive and productive relationships with the membership, other organizations, partner associations and the public works community in general. In this capacity, the Vice-President serves as a formal representative for the organization. Duties may include:

- attending business or social events in at least three (3) Local Associations,
- networking and consulting with members, Local Associations and other stakeholders as required on issues of mutual concern,
- communicating as required with other board members and Local Association executives.

## **Financial Stewardship**

The Vice-President (and other Corporate Directors) is responsible for the trusteeship of financial resources and that funds are expended for the purposes intended. In this capacity the Vice-President

- learns, follows and upholds financial policies established by the Corporation and external agencies,
- participates in the review and development of the Corporate budget on a regular basis,
- ensures basic internal controls are established so that transactions are appropriately executed and recorded.

## **Marketing/Promotion**

The Vice-President advances the marketing and promotional efforts of the Corporation. In this capacity the Vice-President

- attends, whenever possible, Corporate events (e.g. AORS Municipal Trade Show, Annual Rodeo) and at least one (1) other public works related trade show as a spokesperson for the Association,
- plays a leadership role in promotional/marketing campaigns,
- wears the appropriate Corporate apparel (formal/casual) to all events.

## **Second Vice-President**

### **Roles and Responsibilities**

#### **General Responsibilities**

The Second Vice-President is a Corporate Director as defined in the Constitution (Section 4.2) and shall assume the general responsibilities and specific duties of the First Vice-President and/or President (noted above) in the event of the absence or disability of the President and/or First Vice-President.

#### **Accountability**

The Second Vice-President is accountable to the Board of Directors or Members as specified in the bylaws.

#### ***Specific Duties***

#### **Meetings**

The Second Vice-President attends all meetings of the Board of Directors. In this capacity, the Second Vice-President

- assists the Vice-President and President in drafting the BOD meeting agenda and the Annual General Meeting agenda,
- chairs a Report Reviewing Committee if required,
- votes as prescribed in the bylaws.

#### **Board Committees**

The Second Vice-President serves as a member of the Finance Committee. In this capacity, the Second Vice-President's role is

- to serve as a voting member of the committee (if specified in the bylaws),
- to negotiate reporting schedules,
- to identify problems and assist the committee chairperson to resolve them, and if necessary, to bring them to the attention of the Board of Directors.

#### **Community Relations**

The Second Vice-President maintains positive and productive relationships with the membership, other organizations, partner associations and the public works community in general. In this capacity, the Second Vice-President serves as a formal representative for the organization. Duties may include:

- attending business or social events in at least one (1) Local Association.
- networking and consulting with members, Local Associations and other stakeholders as required on issues of mutual concern.
- communicating as required with other board members and Local Association executives.

### **Financial Stewardship**

The Second Vice-President (and other Corporate Directors) is responsible for the trusteeship of financial resources and that funds are expended for the purposes intended. In this capacity the Vice-President

- learns, follows and upholds financial policies established by the Corporation and external agencies,
- participates in the review and development of the Corporate budget on a regular basis,
- ensures basic internal controls are established so that transactions are appropriately executed and recorded.

### **Marketing/Promotion**

The Second Vice-President advances the marketing and promotional efforts of the Corporation. In this capacity the Vice-President

- attends, whenever possible, Corporate events (e.g. AORS Municipal Trade Show, Annual Roadeo) and one other Public Works related Trade Show as a spokesperson for the Association,
- plays a leadership role in promotional/marketing campaigns,
- wears the appropriate Corporate apparel (formal/casual) to all events.

# Past-President

## Roles and Responsibilities

### General Responsibilities

The Past-President is a Corporate Director as defined in the Constitution (Section 4.2). This position provides general support to the President and the Board of Directors and is the voice of history and experience for the Corporate Directors.

### Accountability

The Past President is accountable to the Board of Directors or Members as specified in the bylaws.

### *Specific Duties*

### Meetings

The Past-President attends all meetings of the Board of Directors. In this capacity, the Past-President

- assists the First and Second Vice-Presidents and President in drafting the BOD meeting agenda and the Annual General Meeting agenda,
- votes as prescribed in the bylaws.

### Board Committees

The Past-President serves as a member of the Personnel Committee. In this capacity, the Past-President

- serves as a voting member of the Personnel Committee,
- votes as prescribed in the bylaws.

The Past Past-President presides over meetings of the Personnel Committee. In this capacity the Past Past-President

- chairs meetings according to accepted rules of order,
- votes as prescribed in the bylaws,
- provides guidance on and identifies personnel related problems, and if necessary, brings them to the attention of the Board of Directors.

## **Community Relations**

The Past-President maintains positive and productive relationships with the membership, other organizations, partner associations and the public works community in general. In this capacity, the Past-President serves as a formal representative for the organization. Duties may include:

- networking and consulting with members, Local Associations and other stakeholders as required on issues of mutual concern.
- communicating as required with other board members and Local Association executives.

## **Financial Stewardship**

The Past-President is responsible for the trusteeship of financial resources and that funds are expended for the purposes intended. In this capacity the Past-President

- learns, follows and upholds financial policies established by the Corporation and external agencies,
- participates in the review and development of the Corporate budget on a regular basis,
- ensures basic internal controls are established so that transactions are appropriately executed and recorded.

## **Marketing/Promotion**

The Past-President advances the marketing and promotional efforts of the Corporation. In this capacity the Immediate Past-President

- attends, whenever possible, at least one (1) public works related trade show as a spokesperson for the Association,
- plays a leadership role in promotional/marketing campaigns,
- wears the appropriate Corporate apparel (formal/casual) to all events.

# AORS Director

## Roles and Responsibilities

**Accountability:** The AORS Director is accountable to the Local Association (LA) and the AORS Corporate Directors as specified in the respective Constitutions and By-Laws.

### **Overall Responsibilities:**

- To provide direct representation at the AORS Corporate level.
- To guide AORS in the achievement of its overall strategic objectives and mission.
- To provide a link between AORS and the Local Association.
- Act as a role model, change agent and Public Works professional exemplar.

### ***Key Areas of Responsibility***

#### **Local Association**

- Becomes familiar with Local Association Constitution and By-laws and fulfills associated responsibilities.
- Attends and participates in LA meetings on a regular basis (as stated in respective LA by-law).
- Prepares (written) AORS reports for each LA meeting as a regular part of the agenda.
- Encourages membership recruitment (suppliers/municipal).
- Promotes attendance at all AORS events (e.g. Trade Show, training programs, Provincial Rodeo).
- Promotes the CRS (Certified Road Supervisor) Professional Development Program and the Public Works profession to membership (municipal/private sector) and the public.
- Promotes and participates in LA events (business/social/educational).
- Assists the Training Coordinator with the promotion and organization of various seminars and workshops within their Local Association.

#### **Corporate**

- Becomes familiar with and champion Corporate membership programs, services and benefits including CRS accreditation, education/training, advocacy, networking, Trade Show, Spotlight etc.).

- Becomes familiar with and fulfills Corporate governance responsibilities.
- Attends and participates at Directors meetings (3 times per year) and Annual General Meeting.
- Volunteers for and willingly accepts positions on various committees (minimum one) or special assignments and attends same on a regular basis.
- Convey the Local Association needs, ideas and positions to the Board and Committees on a regular basis.
- Stays informed about Board/committee matters, and reviews/comments on minutes and reports.
- Builds effective (collegial) working relationship with other Board/committee members that contributes to consensus.
- Remaining current on the activities of the Association by following its publications (includes electronic, print and virtual), issues and interests.
- Remaining current on issues affecting the Public Works sector as it relates to the mission of the Association, its members or community at large.

### **Term of Office**

It is the prerogative of the Local Association to determine by election the term of their respective representative on the Board of Directors. Local Association elections are held on an annual basis.

### **Qualifications/Eligibility**

Directors must have a commitment to quality public works in its broadest sense to make a difference in the lives of people and their communities. They must also be committed to supporting AORS in making its Board of Directors representative and inclusive of the entire public works community, including people of varied ethnicity, gender, gender identity, sexual orientation and physical abilities.

Directors must have innate leadership, management and interpersonal skills, patience and good humor, and must be able to participate in and sustain collaborative group efforts.

An AORS Director must obtain or be working toward Certified Road Supervisor (CRS) Accreditation and be an Association member in good standing.

### **Average Time Commitment**

At the Corporate Level there are four important meetings held each year including the AORS Board of Directors (February, June, September) and the Annual General Meeting (AGM). Committee meetings are called as outlined in



AORS Constitution and Bylaws. At the Local Association Level an average of 4 business meetings are held annually as well as social (specific to LA) events and AORS training seminars (number varies/year). It is important that each Delegate be present and participates at each meeting if possible. If for some reason you are unable to attend, it is your duty and obligation to ensure that AORS is notified of your Local Association alternate.

### **Measure of Success**

Each Director is expected to use his/her access and influence to support the growth and development of the organization. In this capacity the Director

- abides by the AORS Code of Ethics,
- advances Corporate mission and strategic objectives,
- reports accurately and promptly on issues to Local Association members,
- reports accurately and promptly to Board of Directors on Local Association issues,
- is available to other officers and committee members,
- holds/participates in meetings efficiently and good team spirit.

### **Benefits**

You are not only a leader in your Local Association but you are a leader in the Public Works community as a whole. You, as a representative of your Local Association, have a voice as to the overall direction that AORS should take. You have a unique and important opportunity to network on different levels, gain recognition, improve your meeting and management skills and, gain experience that can be used on the job to enhance your career.