

ORBA ROAD BUILDING ACADEMY 2025

COURSE GUIDE

MARCH 3-7, 2025



THE PROGRAM WILL FEATURE 16 COURSES

Bringing back our most popular courses including 8 from last year.



FOUR KEY AREAS:

Management and Leadership, Business and Professional, Technical and Safety, and Law and Legal Matters



LEADING EXPERT INSTRUCTION

A premier learning and networking experience for participants to meet industry peers

WORLD-CLASS INSTRUCTION
LEARN FROM THE BEST

CONTENTS

MANAGEMENT AND LEADERSHIP

BUSINESS AND PROFESSIONAL

- 03 Welcome
- 04 Which Course will Benefit you most?

- 05 A Day in the Life: Developing the Next Generation of Forepersons, Superintendents & Project Managers
- 06 ADAPTIVE LEADERSHIP: Navigating Change in Today's Workplace
- 07 Improving Engagement through Positive Leadership
- 08 Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs

- 10 Building and Managing Customer Relationships
- 12 The Construction Industry's Risk Blindspot: Cyber is the new Safety
- 14 Project Management Certificate – Part I
- 17 Project Management Certificate – Part II

TECHNICAL AND SAFETY

LAW AND LEGAL MATTERS

- 20 Costing the Build: Fundamentals of Construction Estimation
- 21 Fundamentals of Asphalt Plant Operations
- 22 Mastering Pavement Preservation: Techniques and Best Practices
- 24 Material Insights: Comprehensive Guide to Aggregates, Asphalt, and Concrete in Construction
- 26 Paving Inspector Course
- 27 Practical Solutions in Hot Mix Technology 2.0
- 28 Practical Solutions in Managing Excess Soil

- 30 Construction Dispute and Claims Management

- 31 Online Courses
- 32 Pricing, Particulars & Registration
- 33 Get Gold Seal Certified
- 34 Venue – The Kingbridge Centre
- 35 Accommodation Available



TO THE 2025 ROAD BUILDING ACADEMY

ORBA is please to present the 18th Annual Road Building Academy Week at the new venue for 2025. The Road Building Academy will be hosted at The Kingbridge Centre in King City, Ontario.

Based on your feedback, the 2025 program will feature 16 courses this year, bringing back popular ones including 8 courses from previous years as well 8 new courses providing information and guidance on the most relevant topics of our industry. Road Building Academy courses will touch on each of 4 key areas: Management and Leadership, Business and Professional, Technical and Safety, and Law and Legal Matters.

Members can once again take advantage of the Canada-Ontario Job Grant program, which provides direct financial support to companies that are training their employees.

We look forward to seeing you at the 2025 Road Building Academy.

Thank you TO OUR EDUCATION COMMITTEE

GEOFFREY STEPHENS (Chair)

Capital Paving Inc.

CRAIG ANGUS

Kiewit Corporation

DEBARA BAILEY

Powell (Richmond Hill) Contracting Ltd.

CAM BECKER

Steed and Evans

MATT CUMMINS

Walker Industries

MIKE DECKERT

FLO Components Ltd.

NIKKI LASKIN

Aon

CHARLES QUENNEVILLE

Platform Insurance Management Inc.

SINA VARAMINI

Crumb Rubber Manufacturers

AMMA AGBEDOR

Asphalt Institute

CAMERON WOOD

Roto-Mill Inc.



WHICH COURSE WILL BENEFIT YOU MOST?

	Senior Management	Project Manager	Foreperson	Superintendent/ Supervisor	Estimator	Scheduler	Contract Administrator	Quality Control	Project & Municipal Engineers	Plant / Paving Crew	Sales and Marketing	Finance	Legal	HR	Health and Safety
MANAGEMENT AND LEADERSHIP															
ADAPTIVE LEADERSHIP: Navigating Change in Today's Workplace	•		•	•											•
Improving Engagement through Positive Leadership	•	•		•											•
Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs	•	•			•							•	•		
BUSINESS AND PROFESSIONAL															
A Day in the Life: Developing the Next Generation of Forepersons, Superintendents & Project Managers				•											
Building and Managing Customer Relationships	•	•		•											•
The Construction Industry's Risk Blindspot: Cyber is the new Safety	•	•		•											•
Project Management Certificate – Part I	•	•										•			
Project Management Certificate – Part II	•	•										•			
TECHNICAL AND SAFETY															
Costing the Build: Fundamentals of Construction Estimation		•		•	•		•	•							
Fundamentals of Asphalt Plant Operations			•	•				•	•	•					
Mastering Pavement Preservation : Techniques & Best Practices		•		•				•	•						
Material Insights: Comprehensive Guide to Aggregates, Asphalt, and Concrete in Construction		•	•	•	•			•							
Paving Inspector Course		•		•				•	•						
Practical Solutions in Hot Mix Technology 2.0		•		•				•	•	•					
Practical Solutions in Managing Excess Soil		•		•				•	•						
LAW AND LEGAL MATTERS															
Construction Dispute and Claims Management	•	•	•	•	•										
ONLINE COURSES															
Communications, Negotiation, Conflict Resolution	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Construction Industry Ethics	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Construction Law	•	•	•	•									•		
Construction Project Management	•	•	•	•											
First Level Supervisor Training Program			•	•											
Introduction to Construction Estimating					•	•							•		•
Introduction to Understanding Systemic Racism: A Guide for Leaders and Managers	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Pipeline Construction Safety Training	•		•												
Working in a Respectful and Inclusive Workplace	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

A DAY IN THE LIFE: DEVELOPING THE NEXT GENERATION OF FOREPERSONS, SUPERINTENDENTS & PROJECT MANAGERS

COURSE OVERVIEW

This dynamic course emphatically answers the question: “What do civil construction Forepersons need to know to help them to succeed in their jobs?” Developed by industry practitioners, the two day, practical, skills-focused course incorporates group activity, case studies and interactive techniques.

COURSE OUTLINE

- Project Check Lists
- Workplace Safety
- Contract Instructions and Technical Requirements
- Typical Project Information
- Environmental Management
- Risk Management
- Tracking Project Productivity
- Scheduling
- Quality Control
- Claims & Site Documentation
- Dealing with Third Parties

LEARNING OUTCOMES

- Develop check lists for the various stages of a project to assist planning
- Identify project risks and use pro-active planning and preparation to manage
- Set priorities to ease day-to-day challenges & better manage project
- Understand the impacts of productivity, quality control and task to the overall project schedule
- Identify the traits of the various generations in the work force - Baby Boomers, Gen X, Millennials, Gen Z

WHO SHOULD ATTEND

- Forepersons
- Superintendents
- Project managers

INSTRUCTOR

BARRY THOMPSON M.A., C.E.T.

Barry has a civil engineering diploma from Toronto Metropolitan University and is a Certified Engineering Technologist. Barry received his Master of Arts degree in adult education from Central Michigan University. His extensive industry experience in roles as an estimator/project manager, as manager/chief estimator, aggregate sales and marketing manager and procurement/contracts manager at various Ontario construction and aggregate organizations. Barry was an IT business support manager, lead training, development and implementation related to mergers and divestitures with construction companies. He is currently teaching part-time and developing curriculum in engineering programs at Ontario community colleges.



ADAPTIVE LEADERSHIP: NAVIGATING CHANGE IN TODAY'S WORKPLACE

COURSE OVERVIEW

This course is about assessing attendee's AQ, or Adaptability Quotient. As a skill, adaptability has gone from interesting to important, especially in the construction sector. The workforce is changing, new technology is being adopted, and so how we develop leaders in the sector is more important than ever. Attendees of this course will be given the AQ assessment beforehand and the results with accompanying insights will be discussed in a generalized way. In a deeply collaborative, collegial environment, attendees will learn about the things that hold them back from necessary adaptation, and how to build work environments that embrace the skillset of adaptability.

In the past, Nancy Watt delivered the highly regarded EQ workshop for men and women at ORBA's Academy. Now, AQ, Adaptability Intelligence is the next-level, leadership 2.0. for those who want to thrive, not just survive in society's exponential rate of change. By doing so, we alter our relationship with change and put ourselves in the driver's seat of our future success.

Space is limited. Maximum 15 participants.

LEARNING OUTCOMES

Nancy Watt will combine three workshops into a full-day customized ORBA course that will cover:

- The importance of adaptability in professional and personal lives.
- Resiliency training and how teams can bounce back better.
- Harnessing humour for better diversity & inclusion understanding and implementation.

WHO SHOULD ATTEND

- Leaders, emerging leaders
- Forepersons
- Superintendents

INSTRUCTOR

NANCY WATT

Ranked among the top five Leadership Workshop leaders at Microsoft's INSPIRE conference for four years, Nancy is a renowned Communication Specialist with the National Institute of Trial Advocacy. An international speaker and facilitator, Nancy combines evidence-based research with experiential improvisational theatre techniques. She's notable in the tech, education, and various other sectors, with sessions at institutions like Harvard, MIT, and Princeton. Her unique 'Pracademic' approach and use of comedy as a learning tool have established her as a voice in the Future of Work and Diversity, Equity, and Inclusion. Notable clients include Microsoft's NERD, Engineers Without Borders, and Women in Cloud. A Second City alumna with a B.A. in Psychology/Sociology, she also holds numerous certifications, including Cornell's Program in Diversity & Inclusion and AQ's Adaptability Quotient. Nancy's signature program is H.A.P.P.I.E., which fuses positive psychology with improv exercises.



IMPROVING ENGAGEMENT THROUGH POSITIVE LEADERSHIP

COURSE OVERVIEW

Attendees will learn to foster a positive, engaged workforce, navigate diverse personalities, manage expectations, and provide constructive feedback. This session will empower participants in managing and supervising their teams more effectively.

LEARNING OUTCOMES

Tailored for your organization across two days. Each sub-topic includes an application discussion:

- **Introduction:** Addressing current challenges leaders face.
- **DISC Behavioural Model:** Understand HOW people operate. Talent Insights Assessment – Part 1.
- **The 12 Driving Forces:** Understand WHY individuals are motivated. Talent Insights Assessment – Part 2.
- **Talent and Job Fit:** Assessing if your role inspires you.
- **Handling Stress and Emotions:** Emotional Intelligence Video, Five EI Competencies, and Mindfulness.
- **Employee Engagement Cycle:** Core areas for enhancement.
- **Feedback Essentials:** 10 methods for effective feedback, praise, and recognition.
- **Remote Work Excellence:** 19 strategies to enhance remote performance.
- **Re-energizing Teams:** Addressing common team dysfunctions, engagement queries, trust-building, respectful work environments, team issues, and the “Great Resignation” phenomenon.
- **Influence Strategies:** Understanding six unconscious motivators.
- **Leadership Competencies:** 25 key traits [TI Assessment – Part 3 DNA].
- **Assertiveness:** Striking a balance between aggression and passivity.
- **Conflict Management:** Five-step problem-solving model.
- **Action Plans:** Summary and actionable steps to integrate course concepts.

WHO SHOULD ATTEND

- Leaders, managers, or supervisors keen on deepening their understanding of behaviors and motivators for both personal and team development. Ideal for leaders eager to enhance their interpersonal skills.

INSTRUCTOR

DAVE NEELY

Dave brings with him rich experience from his tenure as a trainer and coach for IBM Canada. A certified behavioral analyst, Dave’s collaborations include esteemed organizations such as ORBA and various Construction Associations (Kingston, Ottawa, Toronto, Hamilton, Niagara) and Tomlinson Construction. Dave’s mission is to amplify your prowess as a manager or supervisor.



MINIMIZE LOSSES & MAXIMIZE SAVINGS: MASTERING RISK MANAGEMENT TO LOWER YOUR TOTAL RISK COSTS

COURSE OVERVIEW

The purpose of this session is to help road-building contractors identify risk management best practices in their fleet and construction operations. In particular, it will focus on procedures, policies, and documents required for a best-in-class risk management program that will help to navigate an insurance incident or claim, an MTO audit, and, in particular, your annual insurance program renewal.

The session will focus on what insurance companies consider to be risk management best practices, what they are looking for from your operations, QA/QC, safety, and auto fleet when insuring a company (or not) and on what terms. The session will ultimately seek to provide guidance to ORBA members on what they can do to best position their company to get the most competitive insurance pricing for property, liability, and auto insurance policies. It will also cover what documentation you should have in the event of an insurance claim and how to best handle and present this.

This session is not intended to replace the excellent work that ORBA members already do with the association, IHSA, MoL, MTO, etc., to establish their operations, QA/QC, safety, and driving policies/procedures. In fact, much of what this session will cover may already form part of contractors' existing day-to-day policies and procedures. We certainly aren't looking to instruct ORBA members on how to carry out their work, as we recognize that ORBA members have far more expertise in these matters than insurance professionals. However, this session will help ORBA members identify some of the issues and requirements that insurance companies focus on when adjusting claims or offering terms to road-building companies. It will also guide how to present the information, policies, and procedures already used (as well as suggest some possible tweaks to these) so that ORBA members can present themselves in the best possible light to insurers and, subsequently, receive the best available claims payment or insurance pricing at renewal.

Contractors that are able to work with their insurance brokers to demonstrate formal policies, procedures, paperwork, and record-keeping for all the issues identified in this session will be better prepared.

LEARNING OUTCOMES

- Gain an overview of how risk management plays a pivotal role in road building, construction, and auto fleet operations, ensuring projects are executed with minimal unforeseen disruptions.
- Differentiate between risk management, operations, and safety programs.
- Discover how each serves a unique purpose and collectively ensures the smooth running of projects and fleet operations.
- Equip yourself with knowledge about what a comprehensive risk management program should encompass.
- From risk assessment and mitigation strategies to proactive monitoring and feedback loops, learn the elements that fortify an organization against potential hazards.
- Dive deep into the requirements that elevate a risk management program from being just adequate to best-in-class.
- Understand the markers of excellence that industry leaders swear by.
- Uncover what insurance companies prioritize when evaluating construction and auto risk management programs.
- By understanding their criteria, you can better position your organization for favorable terms and conditions.
- Learn the best practices for presenting insurance claims to ensure timely payment.
- Understand the intricacies of documentation, communication, and negotiation to facilitate a smoother claim settlement process.

Continued on next page →

MANAGEMENT AND LEADERSHIP

MINIMIZE LOSSES & MAXIMIZE SAVINGS: MASTERING RISK MANAGEMENT TO LOWER YOUR TOTAL RISK COSTS *(continued)*

WHO SHOULD ATTEND

- Business owners and senior management
- Finance & legal staff
- Project Managers/Coordinators who may handle insurance (including claims on a project)
- Estimating staff who may handle insurance (including project insurance costs, etc.)
- Any staff who are involved in annual insurance renewals or project insurance placements

INSTRUCTORS

DEREK BECKER CRSP

Vice President, Senior Risk Control Consultant – Casualty
Aon Commercial Risk Solutions

Derek Becker provides professional services to clients in the areas of Fleet, Security, and Occupational Health and Safety. He excels at finding solutions to complex problems.

Derek completed the NAIT Health, Safety, and Environment Technician program in 1994 and earned his Canadian Registered Safety Professional (CRSP) designation in 2010.

He joined Aon 13 years ago, bringing with him extensive experience in interprovincial transportation. Prior to Aon, Derek worked as a Health and Safety Manager for two rig moving companies and served as a health and safety officer for the federal government.

TOM KEWELL B.Sc., C.Tech, CIP, CRM

Tom Kewell is Senior Vice President, Risk Consulting at PLATFORM Insurance Management Inc.

Tom was born & raised in the UK and holds a civil engineering degree from the University of Lincoln. He began his career in construction operations, before transitioning to the risk management industry, where he held a variety of underwriting and risk engineering positions for leading insurers in both the UK and Canada. He subsequently spent 8+ years as Insurance Director for one of Canada's largest general contractors, where, as the first holder of the position, he designed and implemented the risk management program and was responsible for the operational, administrative & strategic management of corporate and projects insurance, surety, SDI, risk control & claims.



BUILDING AND MANAGING CUSTOMER RELATIONSHIPS

COURSE OVERVIEW

In construction, superior customer service paves the way for project profitability, re-engagements, enhanced team dynamics, and a professional reputation. Superintendents encounter a plethora of customers, from end-clients and contractors to trades and internal teams. It's crucial to discern their varied needs, manage expectations, and navigate challenges deftly. This training delves into the core tenets of customer service in construction, equipping superintendents to address concerns promptly and professionally.

LEARNING OUTCOMES

Post-session, attendees will be adept at:

- Recognizing the long-term dividends of top-notch customer service.
- Understanding and addressing varied customer expectations.
- Pinpointing obstacles in delivering exceptional service.
- Evaluating customer satisfaction and initiating appropriate action.
- Discerning trigger points and refraining from using them.
- Effectively listening to uncover underlying issues and envisaged solutions.
- Assuaging or pacifying disgruntled customers.
- Modifying behavior in alignment with diverse stakeholders for optimized outcomes.
- Fostering a pervasive culture of service excellence.

COURSE BREAKDOWN

- Professionalism and Service: Embodying an exceptional service ethos.
- Service Excellence Drivers: Exploring the six pillars.
- Stakeholder Management: Constructing and fortifying relationships onsite.
- Diverse Customer Interactions: Strategies for engaging with trades, architects, contractors, etc.
- Trigger Points: Understanding customer pain points.
- Self-Management: Techniques when you're the aggrieved party.
- The Three "R" System: A structured approach to pacify upset customers.
- Problem-Solving: Swiftly diagnosing issues and brainstorming win-win solutions.
- Reaping Benefits: Understanding the positive ramifications of resolving customer service hurdles.

Continued on next page →

BUILDING AND MANAGING CUSTOMER RELATIONSHIPS *(continued)*

INSTRUCTIONAL TECHNIQUES

- Group dialogues and activities, both holistic and subgroup based.
- Solo exercises tailored to individual perspectives.
- Real-world case studies and pivotal incidents.
- Real-time simulations and role-playing.

TARGET AUDIENCE

- Dedicatedly crafted for Construction Superintendents.

PRIOR TO SESSION

- Participants are expected to complete a brief questionnaire and undertake a self-assessment.

INSTRUCTOR

SYLVIE THIBAUT BA, MBA

Sylvie is a bilingual business strategist and leadership capacity builder who brings a wealth of hands-on operations, IT, and HR knowledge to private and public organizations.

Sylvie holds an Executive MBA from Saint Mary's University where she teaches in the Sobey School of Business. She is a Senior Consultant at Fairwinds Training and Development, President at My Momentum Strategies, as well as a Certified Extended DISC Professional and a Certified Trainer (Emploi-Québec).

Over the last decade, Sylvie has developed Gold Seal Certified curriculum and delivered Gold Seal Certified courses to a number of construction industry companies and associations across Canada.



THE CONSTRUCTION INDUSTRY'S RISK BLINDSPOT: CYBER IS THE NEW SAFETY

COURSE OVERVIEW

The course will consist of four sections and use a combination of “theory” and hands-on scenario-based exercises:

- Theory: Current State of Information & Cyber Security in the Construction Industry
- Workshop: How to Build a Business Case to Invest in Security Risk Management
 - Participants will work through calculating the financial liability their organization has related to cyber security, in order to create a business case to reduce that risk.
- Exercise: Creating a Security Incident Response Plan (IRP)
 - Companies have incident response plans for safety incidents but may not have IRPs for cyber security incidents.
 - Using an example construction company, this will be a group exercise to create a security incident response plan for that company.
 - Having created an IRP for the example company, the objective is for participants to use the steps provided for their organizations to create their own security IRP.
- Exercise: Validating an IRP Using a Tabletop Exercise
 - Just as safety IRPs need to be validated before an emergency occurs (example: basic fire drills), security IRPs also need to be validated before a cyber-attack occurs.
 - This will be another group exercise in which the example company will be subjected to a simulated cyber-attack and participants must respond using the IRP created above.
 - Again, the objective is for participants to be able to replicate a tabletop exercise within their own organization.

LEARNING OUTCOMES

This is not a technical course about cyber security “tools and widgets”. The focus of this course is to identify, quantify, and manage business risk.

Upon completion of the course, participants will be able to:

1. Quantify the amount of financial risk their organizations have related to information and cyber security
2. Understand how to create a basic security incident response plan in order to prepare for a cyber-attack.
3. Be able to validate the effectiveness of the incident response plan before being subjected to an actual cyber attack.

Continued on next page →

THE CONSTRUCTION INDUSTRY'S RISK BLINDSPOT: CYBER IS THE NEW SAFETY *(continued)*

WHO SHOULD ATTEND

Information in this course will be relevant for people who are responsible for managing risk in an organization. For example, people in executive leadership and senior management positions in areas such as operations, finance, compliance, etc.

INSTRUCTOR

SCOTT BIRMINGHAM C.E.T., C.I.M.

Scott Birmingham is an honours graduate of the Controls Engineering Technology program at Fanshaw College. As a member of the Ontario Association of Certified Engineering Technicians and Technologists, Scott holds the provincially-regulated designation of Certified Engineering Technologist. He also holds a C.I.M. designation from the Canadian Institute of Management.

Although his career started in engineering, he has also worked in the software industry, sales & marketing, and in senior management.

All of this experience led to him founding Birmingham Consulting Inc. (BCI) with the goal of applying engineering principles to deliver IT services.

Over the years, BCI found itself as an early adopter for delivering cyber security. So, based on their experience, BCI transitioned from being an IT consulting firm with a focus on security to a dedicated Information & Cyber Security consulting firm in 2023.

Scott & his wife, Christina, live and work in Waterdown, a suburb of Hamilton. In 2017, they purchased a 150-year-old church and converted it into office space for BCI and other businesses. Restoring and maintaining the heritage building has become a labour of love for both of them.



THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE*

CONSISTENTLY DELIVER PROJECT SUCCESS

The Ontario Road Builders' Association is pleased to offer a certificate in project management through Professional Development at the University of Waterloo. Do you have the knowledge and skills to excel as a project manager or project team member? This certificate-based program will teach you project management tools, techniques and processes, plus provide you with the necessary people skills to apply them effectively in any project. The curriculum is compatible with the project management industry standard set by the Project Management Institute (PMI). The University of Waterloo partners with the project management training provider World Class Productivity (WCP) to deliver this training. Courses that make up the University of Waterloo Project Management Certificate are compatible with the project management industry standard set by the Project Management Institute (PMI) and qualify for PMI® Professional Development Units (PDUs)/Contact Hours.

KEY SKILLS

You will gain a solid understanding of sound project management techniques and processes, how to manage stakeholder expectations, effective communication with your team, including negotiation, conflict management and motivation, how to manage the complete project lifecycle and much more.

WHO WILL THIS CERTIFICATE BENEFIT?

- People who want to become project management specialists
- Those who wish to develop the skills to deliver projects on target, on time, and on budget

*CERTIFICATE

The University of Waterloo certificate consists of two five-day modules comprising 10 days of training and delivering 70 Professional Development Units (PDU) / Contact Hours of training.

The first five-day module will commence on March 3 at the 2025 ORBA Road Building Academy. The remaining five days of training needed for completion of the University of Waterloo project management certificate will be offered at ORBA's 2025 Road Building Academy. Participants will receive a certificate of participation from ORBA after completing each five-day module. The University of Waterloo Project Management certificate will be issued to participants once they have completed both five-day modules. The five days will be a foundation for the certificate. The first three days will be focused on the tools and techniques that are required to create success in projects. The last two days will shift the focus onto the people skills necessary to drive success for your project, your organization and for you.

Continued on next page →

THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE – PART I *(continued)*

MODULE 1: PROJECT MANAGEMENT APPLIED TOOLS & TECHNIQUES – 3 DAYS

Winning projects are alive from their very beginning. Filled with learned knowledge, successful project managers understand how to manage the life of these projects and complete the project on time and within budget. Designed for new project leaders and project team members, this course will teach you the secret of their success. Discover the powerful tools and techniques for managing the complete project life cycle; from initial project proposal and definition, through project implementation and finally to the often-neglected project completion phase.

Learn to:

- understand PMI® terminology and standards
- construct a project team
- manage your resources
- define your project scope and Work Breakdown Structure (WBS)
- map critical paths within the project life cycle
- finalize the project plan
- tailor tools and techniques to work for you

Continued on next page →

INSTRUCTOR

PAUL BERGMAN PMP

Paul Bergman is President and a Senior Consultant of World Class Productivity (WCP) Inc. Paul's passion is for helping people make sense out of what project management has to offer, by helping them understand how to scale their project management tools so that they provide true value to both themselves and the organization. Paul has over 35 years' experience as a project manager, managing projects of all sizes and types including manufacturing, environmental, telecommunication, IT, and Government. Paul is the author of many of WCP's most popular workshops, including Project Management Essentials parts 1 and 2, Juggling Multiple Projects, Project Sponsorship, Agile Project Management Hands On, and Hands-on Microsoft Project.



THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE – PART I *(continued)*

MODULE 2: PEOPLE SKILLS – THE SECRET BEHIND PROJECT SUCCESS – 2 DAYS

Project management excellence goes beyond producing project charters, detailed schedules, and colourful status reports. Projects involve people. There are team members, clients, management, subordinates, peers, account managers, suppliers, contractors, regulators, and numerous other stakeholders. And with people, there are differing opinions, personality conflicts, office politics, and sometimes hidden agendas. Your people skills can have a positive impact on project success and help to transform roadblocks into opportunities.

Interacting effectively with others is at the heart of good project management. Poor communication and relationships result in significant issues and detract from what matters and what needs to be done. This course focuses on understanding ourselves and learning specific techniques and strategies that enable us to relate to and engage others successfully.

During the course, you will also have the opportunity to discuss issues or challenges you are facing and get input on how to address them. The session will include self-assessments, group exercises, and scenarios/role plays that will enable you to deal with and discuss real life situations.

Topics include:

- negotiation
- conflict management
- motivation
- managing through influence
- effective communication

INSTRUCTOR

YVONNE HARROP

Senior Performance and Learning Consultant at Benchmark

Yvonne Harrop is a seasoned Learning & Development Leader, Change Agent, Performance Consultant, Coach, and Facilitator based in Toronto. She is deeply passionate about driving business objectives through enhanced people performance and organizational effectiveness. Yvonne's strength lies in forging robust relationships with key stakeholders, understanding their unique needs, and leveraging her expertise in Adult Learning and Organization Development to proactively steer business goals. As a Performance Consultant, she is recognized for her collaborative approach with clients, defining success in measurable terms, and crafting innovative business solutions. These solutions span both learning avenues (like guided and self-directed learning, communities of practice, coaching, and mentoring) and non-learning dimensions (systems, tools, processes, rewards, culture change, and leadership). Her primary focus is aligning with the business strategy and ensuring a tangible ROI.



THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE

PRE-REQUISITE:

Successful completion of The University of Waterloo Project Management Certificate – Part I

CONSISTENTLY DELIVER PROJECT SUCCESS

Do you have the knowledge and skills to excel as a project manager or project team member?

The Ontario Road Builders' Association is pleased to announce a certificate in project management through University of Waterloo WatSPEED. Upon successful completion of this program participants will receive the University of Waterloo Project Management Certificate.

This certificate-based program will teach you project management tools, techniques and processes, plus provide you with the necessary people skills to apply them effectively in any project.

Courses that make up the University of Waterloo Project Management Certificate are compatible with the project management industry standard set by the Project Management Institute (PMI) and qualify for PMI® Professional Development Units (PDUs)/ Contact Hours.

KEY SKILLS

You will gain a solid understanding of sound project management techniques and processes, how to manage stakeholder expectations, effective communication with your team, including negotiation, conflict management and motivation, how to manage the complete project lifecycle and much more. Through project simulation, group exercises, and discussion, participants completing this workshop will become comfortable using the learned tools and techniques, are in a position to assess when and where the learned tools and techniques should be used, and understand how to use them in a way that will overcome challenges and achieve the desired results.

WHO WILL THIS CERTIFICATE BENEFIT?

- People who want to become project management specialists.
- Those who wish to develop the skills to deliver projects on target, on time, and on budget.

CERTIFICATE

The final 5 days of training needed for completion of the certificate will be focused on advanced project monitoring & control and the managing of complex projects.

Continued on next page →

THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE – PART II *(continued)*

MODULE 1: ADAPTIVE PM TECHNIQUES FOR COMPLEX PROJECTS – 2 DAYS

As our projects become more complex, project success becomes more elusive. In PMI's in-depth *Pulse of the Profession* report titled Navigating Complexity, PMI listed three very critical reasons why organizations must address the nature of complexity within their projects:

1. Complexity is not going away and will only increase.
2. Large budgets are at stake – according to the report, the average budgets for projects that are highly complex are nearly twice as large as the average project.
3. Effectively navigating complexity delivers a competitive advantage.

What makes a project complex? Many things. Multiple stakeholders, a virtual project team with diverse languages and cultures, dependence on emerging technologies, political uncertainty, replacing key systems within a live environment – just to name a few.

In this highly interactive and hands-on 2-day workshop, participants will learn how to navigate complexity within their projects by applying adaptive techniques to their project management tool set.

Through group simulations, project scenarios and discussion, participants will:

- Learn why and when adaptive approaches can be beneficial;
- Understand common frameworks (including Scrum) for applying an adaptive approach;
- Understand common primary delivery roles on projects following an adaptive approach;
- Understand how to plan and track projects following an adaptive approach;
- Learn how to apply common tools and events (e.g. user stories, story points, personas, product backlogs, sprints, daily coordination meetings retrospectives) of adaptive delivery;
- Learn techniques for assessing and communicating project status

Learn to:

- Apply basic concepts of complexity theory to create project metrics and enhance project outcomes
- Identify how project risk factors influence project complexity and our decisions on how they are handled
- Identify key drivers of project complexity
- Apply key project management and agile techniques – including your soft skills – to help harness complexity and improve project outcomes

Continued on next page →

THE UNIVERSITY OF WATERLOO PROJECT MANAGEMENT CERTIFICATE – PART II *(continued)*

MODULE 2: ADVANCED PROJECT MONITORING & CONTROL – 3 DAYS

Advanced Project Monitoring & Control is part of our “essentials” project management series of workshops and is designed to prepare project managers for the challenges they will face in the real world.

To support a smooth transition from classroom learning to actual projects, we emphasize application of context and common sense to learned tools and techniques. In fact, much of the learning during this course takes place through facilitated group discussion and hands-on exercises, in which learned techniques are applied to a series of realistic project scenarios. The result? Participants are taken well beyond an academic understanding of the tools and leave the course with an understanding of how and where to apply the learned techniques on actual projects.

Participants planning to write the PMP® exam will find that after taking this course they get a lot more out of the PMP exam preparation process and will be much better project managers as a result. Participants who already have their PMP designation, or simply who have a need to improve their project management skills, will find that this course helps them achieve greater project success through a more hands-on understanding of the project management tools and techniques that assist in the monitoring and control of their projects.

Learn to:

- Adjust project controls to reflect how contract types influence project cost, quality and timing
- Plan a kick-off meeting to achieve desired goals
- Distill project information, to get a clear, realistic understanding of current project status and where the project is heading
- Use statistical techniques to identify and focus in on potential problem areas and get the project back on track before it is too late
- Measure the value earned to date on a project, and apply earned value metrics to assess
- Assess how the project is doing
- Assess the appropriate level at which to monitor and control elements of the project
- Differentiate between Issue Management and Scope Management and facilitate a more successful project through appropriate use of each
- Use specific analytical techniques to quantify risk evaluate mitigation strategies, and select the best course of action
- Use specific techniques to analyze the root cause of problems and select solution(s) that provide the greatest value
- Identify why stakeholders are often reluctant to sign-off on project deliverables and identify ways to address these causes
- Effectively address the cynicism that often accompanies the post-project review, in order to achieve meaningful benefits from the process

INSTRUCTOR

KRISTINE HATFIELD PMP, PMI-ACP, CSM

Kristine has over 20 years of experience in Project Management, managing complex projects and programs of significant size and managing portfolios in excess of \$250 million. Kristine has successfully established company-wide Project Management practices throughout her career and has a great deal of experience in implementing and leading PMO's, business analysis, strategic planning, and developing Project Managers. Kristine has spent her professional career in the telecommunications industry and IT. Kristine brings a very practical “real world” approach to applying project management principles based on extensive experience in managing large complex cross-functional projects.



COSTING THE BUILD: FUNDAMENTALS OF CONSTRUCTION ESTIMATION

COURSE OVERVIEW

Introduction to “Construction Estimating” equips participants with the skills to accurately prepare project estimates for road construction, incorporating materials, costing, and equipment requirements. Through hands-on workshops, learners will delve into quantity take-offs for various construction elements, pricing, and utilizing both manual and spreadsheet methods for cost calculations. Prior construction drawing interpretation, basic Excel proficiency, and on-site experience are essential for this course.

LEARNING OUTCOMES

- Prepare project estimating documents and quantity takeoff for a typical road construction project.
- Identify required construction inputs, materials, conversions, costing, and equipment requirements for common construction items in a project.
- Estimate excavation, concrete work, granular placing, sewer-pipe work, and subcontractor.
- Prepare basic costs for items from quantity take-off.
- Calculate costs of items using both manual methods and spreadsheets.

WORKSHOP CONTENT

- Introduction to Estimating
- Quantity Take-off
- Excavation
- Concrete
- Flat work
- Structural
- Sewer-Pipe-Utilities
- Granular & Asphalt
- Labour & Equipment Rates
- Pricing Items
- Excavation
- Concrete Work
- Sewer-Pipe-Utilities
- Granular & Asphalt
- Pricing Subcontractors Work
- Pricing General Expenses
- Bid Close

PARTICIPANT PRE-REQUISITE

- Construction Drawing Reading/Interpretation
- Basic Excel Skills
- Construction site experience with resources & production

WHO SHOULD ATTEND

- Estimator
- Project Manager
- Superintendent/Supervisor
- Contract Administrator
- Quality Control

INSTRUCTOR

BARRY THOMPSON M.A., C.E.T.

Barry has a civil engineering diploma from Toronto Metropolitan University and is a Certified Engineering Technologist. Barry received his Master of Arts degree in adult education from Central Michigan University. His extensive industry experience in roles as an estimator/project manager, as manager/chief estimator, aggregate sales and marketing manager and procurement/contracts manager at various Ontario construction and aggregate organizations. Barry was an IT business support manager, lead training, development and implementation related to mergers and divestitures with construction companies. He is currently teaching part-time and developing curriculum in engineering programs at Ontario community colleges.



FUNDAMENTALS OF ASPHALT PLANT OPERATIONS

COURSE OVERVIEW

Asphalt plants are complex mechanical systems. This one-day course introduces the basics, techniques and innovations in asphalt plant and paving operations. The fundamentals of Hot Mix Asphalt (HMA) materials, recycling, and plant management are emphasized. An overview of the Ontario Asphalt Pavement Council (OAPC) Trillium Award program is also featured in this course to assist plant owners and operators meet high standards in: appearance, operations, environmental, safety, and community relations.

LEARNING OUTCOMES

- Understand the history and basics of asphalt mixtures and asphalt plants.
- Understand key features and types of an asphalt plant.
- Know what routine maintenance items and key metrics performance exist to keep asphalt plants operating flawlessly.
- Mentorship and guidelines related to applying for the Trillium Award.

WHO SHOULD ATTEND

- Plant Managers, Operators, Foreperson, Supervisors, Quality Control.

This course is designed for anyone seeking a basic understanding of asphalt plant operations and construction of asphalt pavements. It is particularly valuable for individuals seeking to join the asphalt industry workforce, as well as plant owners and operators seeking better understanding of the Trillium Award program with a desire to be good corporate citizens.

INSTRUCTORS

DOMENIC PASSALACQUA C. Tech, General Manager, D. Crupi & Sons

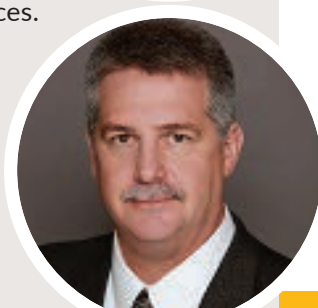
Domenic has 37 years in the asphalt paving industry. He is an expert in asphalt plant operations and is an industrial millwright mechanic and a certified engineering technician. He started his career in 1983 as a plant foreman. Throughout his career he has installed and taken down plants across the province and Eastern Canada. Domenic is a member of the OAPC's Plant and Paving Committee, Environment Sub-Committee. Domenic is a regular presenter at various association events and training schools related to asphalt plants operations.

DOUBRA AMBAIOWEI Ph.D., P.Eng., Director, Technical Services Division, ORBA

Doubra has developed extensive and practical expertise on a range of pavement infrastructure projects involving inspection, non-destructive testing using high-tech equipment, designs, construction management and material assessments. He currently provides technical advice to support and promote the quality use of Hot Mix Asphalt, and all other road building materials and construction best practices.

MIKE DECKERT Vice President, FLO Components Ltd.

Mike joined FLO Components Ltd. in 1986 and was appointed Vice President in 2004. He is an active member of the Conestoga College Advisory Council, Faculty and Board Of Directors, an instructor of the Lubrication School at Mohawk College, an active member of the Society of Tribologists & Lubrication Engineers. Mike is a graduate of Conestoga College of Applied Arts & Technology with an Industrial Maintenance (Millwright Red Seal) Mechanic license. FLO Components Ltd. is a Member in Good Standing of ORBA/OAPC with Mike being Chair of the OAPC Plant and Paving Committee.



MASTERING PAVEMENT PRESERVATION: TECHNIQUES AND BEST PRACTICES

COURSE OVERVIEW

This comprehensive full-day course provides an in-depth understanding of pavement preservation for professionals at all levels of the industry, including contractors, consultants, material suppliers, and agency owners. The course covers the essential need for pavement preservation and explores a variety of techniques such as crack sealing, micro surfacing, slurry seals, and chip seals. Participants will gain practical insights into design and field applications, learn about material specifications and relevant quality control test methods, and understand best practices for construction and field quality inspection. Additionally, the course will address methods for reviewing field performance to ensure compliance with warranty requirements. Co-instructed by industry experts, this course is designed to equip attendees with the knowledge and skills needed to effectively manage pavement preservation projects. Join us to enhance your expertise and contribute to the longevity and performance of pavement infrastructure.

LEARNING OUTCOMES

1. Introduction to Pavement Preservation

The need for pavement preservation

2. Preservation Techniques

Overview of pavement preservation techniques including crack sealing, micro surfacing, slurry seals, and chip seals

3. Design and Application

Practical design and field applications

4. Material Specifications and Quality Control

Material specifications required for different techniques and relevant quality control test methods

5. Construction and Inspection

Construction and field quality inspection

6. Performance and Compliance

Field performance review methods in ensuring compliance with warranty requirements

Continued on next page →

MASTERING PAVEMENT PRESERVATION: TECHNIQUES AND BEST PRACTICES *(continued)*

INSTRUCTORS

SINA VARAMINI Ph.D., P.Eng., Director, Pavements and Materials Group, Crumb Rubber Manufacturers

With over a decade of expertise in roadway material science, design, and construction, Dr. Sina Varamini serves as the General Manager of CRM of Canada Processing ULC, where he oversees cutting-edge cryogenic and ambient crumb rubber processing operations in Ontario, Alberta, and Saskatchewan. He plays a pivotal role in managing a wide array of product lines across both Canada and the U.S. Dr. Varamini is heavily involved in the production of rubberized roadways and advanced materials, including fibrous materials, steel, and reclaimed carbon black admixtures, for engineered applications. His expertise also extends to rubberized tack coats and the application of rubberized binders in surface treatments. In addition to his technical contributions, Dr. Varamini plays an active role in industry leadership and academic research. He chairs the Ontario Asphalt Expert Task Group within the Ontario Asphalt Pavement Council and is the past chair of the Soils and Materials Committee of the Transportation Association of Canada. Furthermore, Dr. Varamini is an active member of the MTO-ORBA Hot Mix Asphalt (HMA) Subcommittee. As an adjunct assistant professor at McMaster University, the University of Waterloo, and the University of New Brunswick, his research focuses on developing carbon-targeted, resilient, and self-healing materials for transportation infrastructure.



DOUBRA AMBAIOWEI Ph.D., P.Eng., Director, Technical Services Division, ORBA

Dr. Ambaiowei, is a diplomat of the Ontario Road Building Industry, providing technical advice, instructions, and coordinating studies impacting on the design, production, and placement of better-quality pavements for roads, highways, and airfield infrastructure. His work supports all technical, consultative and marketing requirements to promote the quality use of asphalt, and all other road building materials and construction best practices.



MATERIAL INSIGHTS: COMPREHENSIVE GUIDE TO AGGREGATES, ASPHALT, AND CONCRETE IN CONSTRUCTION

COURSE OVERVIEW

To provide participants an in-depth understanding of the core construction materials: aggregates, asphalt, and concrete, including their uses, production methods, specifications, and interrelationships.

LEARNING OUTCOMES

- Recognize the primary uses, production, and placement methods of aggregates, asphalt, and concrete.
- Understand the key specifications, testing methods, and conversion factors associated with these materials.
- Explore the intertwined relationship of aggregates in the composition of asphalt and concrete.
- Distinguish between the use of asphalt cement and cement in asphalt and concrete mixtures respectively.
- Conduct sieve analysis for varied aggregates like road base, sub-base, asphalt, and concrete using both manual techniques and spreadsheet methods.

WORKSHOP CONTENT

Aggregates:

- Introduction to Aggregates
- Specifications, Physical Properties, Sieve Analysis
- Road/Sewer/Utility Aggregates
- Asphalt Aggregates
- Concrete Aggregates
- Erosion Aggregates
- Other Aggregates
- Production & Placing Introduction
- Testing & Sampling Techniques
- Conversion Factors

Asphalt:

- Introduction to Asphalt
- Asphalt Cement
- Mix Designs, Specifications, Properties
- Production & Placing Introduction
- Testing & Sampling Techniques
- Conversion Factors

Concrete:

- Introduction to Concrete
- Cement
- Mix Designs, Specifications, Properties
- Production & Placing Introduction
- Testing & Sampling Techniques
- Conversion Factors

Continued on next page →

MATERIAL INSIGHTS: COMPREHENSIVE GUIDE TO AGGREGATES, ASPHALT, AND CONCRETE IN CONSTRUCTION *(continued)*

REVIEW & DISCUSSION

- Interactive session to address queries and summarize the workshop's key points.

PARTICIPANT PRE-REQUISITES

- A foundational understanding of construction procedures.
- Basic proficiency in Excel for the sieve analysis module.

INSTRUCTOR

BARRY THOMPSON M.A., C.E.T.

Barry has a civil engineering diploma from Toronto Metropolitan University and is a Certified Engineering Technologist. Barry received his Master of Arts degree in adult education from Central Michigan University. His extensive industry experience in roles as an estimator/project manager, as manager/chief estimator, aggregate sales and marketing manager and procurement/contracts manager at various Ontario construction and aggregate organizations. Barry was an IT business support manager, lead training, development and implementation related to mergers and divestitures with construction companies. He is currently teaching part-time and developing curriculum in engineering programs at Ontario community colleges.



PAVING INSPECTOR COURSE



new

COURSE OVERVIEW

Constructing high-quality asphalt pavement is the goal of the asphalt paving industry. Often overlooked is the importance of effective inspection during paving in achieving that goal. Effective inspection at every stage of the operation, by both the owner and contractor employees, can be the difference between a poor or excellent performing pavement.

Asphalt Institute (AI) Paving Inspector Course is an ideal orientation course for all new personnel. Experienced personnel will find information that will augment their current knowledge of construction processes. The course is complemented by the new AI MS-22: Construction of Quality Asphalt Pavements manual. A free MS-22 manual, as a PDF eBook or ePub eBook, is included when registering for the course.

LEARNING OUTCOMES

Students will learn the role and responsibilities of a Paving Inspector at the various stages of the construction process. Topics include materials, asphalt mix design, asphalt plant operations and mix production, as well as asphalt mix placement and compaction. While the course content begins with the basics, it also includes a substantial amount of information that will benefit highly experienced inspectors.

WHO SHOULD ATTEND

This course is designed for engineers, inspectors, consultants, and contractor personnel who are responsible for project inspection, quality control, quality assurance and/or management of asphalt paving operations, from materials sampling to placement and compaction to testing and project documentation.

CERTIFICATION OPTION

The Paving Inspector Course now includes an option to schedule an online certification exam following the course. The exam is open-book and open notes with the MS-22 as your best reference! Students successfully completing the exam will become certified as an **Asphalt Institute Paving Inspector**.

INSTRUCTORS

AMMA AGBEDOR P.Eng, Canadian Regional Engineer, Asphalt Institute

Amma Agbedor has been the Canadian Regional Engineer for the Asphalt Institute since 2018. She received her bachelor's degree in Materials Engineering from University of Waterloo, and master's degree in Civil Engineering from University of Waterloo. She has worked in the asphalt paving industry and academia since 2007 including six years with Miller Paving Limited as Manager of the Corporate Research and Design Lab and Manager of Quality Management Systems, and four years with Aecon as Materials Engineer and Manager of Quality.



DANNY GIERHART P.E., Senior Regional Engineer, Asphalt Institute

Danny has been the Southeastern Regional Engineer for the Asphalt Institute since 2009. He received his Civil Engineering degree from University of Oklahoma and worked 20 years with the Oklahoma Department of Transportation as a Construction Inspector, Research Project Manager, and Bituminous Engineer. He also worked with Broce Construction Company as Materials Engineer for four years and in academia as adjunct instructor at the University of Oklahoma for 11 years.



PRACTICAL SOLUTIONS IN HOT MIX TECHNOLOGY 2.0

COURSE OVERVIEW

This two-day course, focuses on practical and emerging solutions to resolve typical challenges encountered in the production, transport, placement and compaction of Hot Mix Asphalt (HMA). It addresses the fundamental theory in hot mix technology, in combination with practical experiences through participatory discussions to enhance stronger understanding of current realities and new perspectives in hot mix technology. With an ever-changing asphalt paving industry, participants will learn about new equipment, materials and processes, along with Marshall and Superpave method of mix design, balanced method of mix design, focused on material properties, production protocols and techniques, construction and testing requirements.

LEARNING OUTCOMES

- Understand the basics of all phases of asphalt technology
- Understand the sampling and testing of HMA, to include volumetric analysis of compacted specimens, asphalt content, performance related properties and achieving in-place density.
- Perform troubleshooting methods for asphalt design, production and placement concerns
- Apply emerging hot mix technologies to improve performance
- Understand and assess resources available for Balanced Mix Design concept
- Assess which technologies are most beneficial for your organization

WHO SHOULD ATTEND

- Site Supervisors
- Plant & Paving Crew(s)
- QA/QC Staff
- Project Managers
- Project & Municipal Engineers
- Students

INSTRUCTORS

DOUBRA AMBAIOWEI Ph.D., P.Eng., Director, Technical Services Division, ORBA

Dr. Ambaiowei, is a diplomat of the Ontario Road Building Industry, providing technical advice, instructions, and coordinating studies impacting on the design, production, and placement of better-quality pavements for roads, highways, and airfield infrastructure. His work supports all technical, consultative and marketing requirements to promote the quality use of asphalt, and all other road building materials and construction best practices.

SINA VARAMINI Ph.D., P.Eng., Director, Pavements and Materials Group, Crumb Rubber Manufacturers

With over a decade of expertise in roadway material science, design, and construction, Dr. Sina Varamini serves as the General Manager of CRM of Canada Processing ULC, where he oversees cutting-edge cryogenic and ambient crumb rubber processing operations in Ontario, Alberta, and Saskatchewan. He plays a pivotal role in managing a wide array of product lines across both Canada and the U.S. Dr. Varamini is heavily involved in the production of rubberized roadways and advanced materials, including fibrous materials, steel, and reclaimed carbon black admixtures, for engineered applications. His expertise also extends to rubberized tack coats and the application of rubberized binders in surface treatments. In addition to his technical contributions, Dr. Varamini plays an active role in industry leadership and academic research. He chairs the Ontario Asphalt Expert Task Group within the Ontario Asphalt Pavement Council and is the past chair of the Soils and Materials Committee of the Transportation Association of Canada. Furthermore, Dr. Varamini is an active member of the MTO-ORBA Hot Mix Asphalt (HMA) Subcommittee. As an adjunct assistant professor at McMaster University, the University of Waterloo, and the University of New Brunswick, his research focuses on developing carbon-targeted, resilient, and self-healing materials for transportation infrastructure.



PRACTICAL SOLUTIONS IN MANAGING EXCESS SOIL

COURSE OVERVIEW

This one-day course focuses on practical solutions to manage excess soils at various kinds of properties. With regulation O. Reg/406.19 gradually coming into force and several aspects being implemented on January 1, 2023, all construction sites will need to consider excess soil more carefully with proper planning and consideration of the relevant aspects of the regulations. The course will cover various aspects of managing excess soils including reporting, planning, sampling, and tracking requirements. Exemptions of the regulations depending on the land use volume and nature of the construction site will also be discussed. Further roles and responsibilities of Site Owner, Contractor and Qualified Person will also be explained. In addition, other considerations of managing soil like logistics, geotechnical and subgrade suitability for re-use will be included in the course.

LEARNING OUTCOMES

- Understand Planning and Reporting Requirements as per O.Reg. 406/19
- Review various options for tracking systems acceptable under the new regulation
- Discuss responsibilities of Project Leader, Contractor and Qualified Person for source and fill sites for excess soil
- Consideration of non-environmental aspects of fill import and export
- Designing of sampling programs based on various volumes and kinds of sites based on the excess soil regulation

WHO SHOULD ATTEND

- Site Supervisors
- Project Managers
- Project & Municipal Engineers
- QA/QC Staff
- Students

Continued on next page →

INSTRUCTORS

SALMAN BHUTTA Ph.D., P.Eng., Principal, Engtec Consulting Inc.

Dr. Bhutta is the Principal Engineer and the founding member of Engtec Consulting Inc. In his current capacity with Engtec, Dr. Bhutta assists contractors, producers and owners in implementing new technologies and processes in their day-to-day activities. Dr. Bhutta is heavily involved in the areas of cold-in-place recycling, expanded asphalt, forensic engineering, and high-performance hot mix asphalt design and testing. Dr. Bhutta has extensive experience in development of a wide variety of new material processes including hot mix asphalt, waterproofing membranes, polymer modified asphalt and sealants and the implementation of their applications in the field. Dr. Bhutta is a recognized expert in the field of forensic engineering as is related to pavement and materials engineering. Dr. Bhutta also has extensive experience in Heavy Weight Deflectometer testing and analysis, pavement design using mechanistic and empirical pavement design procedures, use of Inertial Profilograph to control smoothness and large-scale multidisciplinary contract administration services. Dr. Bhutta has authored more than 25 technical papers and over 500 technical reports and presentations in the area of earth and environmental engineering. Dr. Bhutta is a contributing member of the Canadian Technical Asphalt Association (CTAA) and Asphalt Road Recycling Association (ARRA).



PRACTICAL SOLUTIONS IN MANAGING EXCESS SOIL *(continued)*

INSTRUCTORS

HAMMAD DIN P.Eng., Manager, Environmental Group, Engtec Consulting Inc.

Hammad is a professional engineer with 16 years of experience in managing a variety of Record of Site Conditions. Phase I and Phase II environmental site assessments (ESAs), Excess Soil Investigations, peer reviews, long term groundwater monitoring programs, ex-situ and in-situ remediation projects, risk assessments and vapour intrusion assessments. Hammad is a Qualified Person (ESA) as per O. Reg. 153/04 and has filed several Record of Site Conditions for a variety of residential and commercial redevelopment properties. He is familiar with various environmental regulations, specifically O. Reg. 153/04 and O. Reg. 406/19. He has also managed Phase I and II ESAs in numerous provinces across Canada. His clients have included Real Estate Investment Trusts (REITs), property investors, redevelopers, developers, construction companies, architects, real estate Agents, governments (municipal, provincial and federal), lawyers, financial institutions and private individuals



CONSTRUCTION DISPUTE AND CLAIMS MANAGEMENT

COURSE OVERVIEW

This interactive course provides participants with practical information about ensuring that contractors are well positioned to support their submissions for disputes, claims, referee processes, mediation processes and arbitration processes. The course will inform participants about necessary content for daily communications, meeting minutes and dispute/claim submissions. Information will be provided about constructing a schedule that will support and explain delays and the “knock on” effects of delays. It provides key documentation requirements for presenting and making strong claim submissions. MTO procedures and processes will be used in short case studies to explain the linkage between everyday field activities and dispute resolution. Participants will be encouraged to discuss and share experiences that they have had in dispute resolution and mediation.

LEARNING OUTCOMES

- Understanding an owner's obligations and requirements
- Understanding a contractor's obligations
- Understanding contractual requirements and timelines for dispute resolution and claim submissions
- Understanding record keeping requirements
- Understanding the benefits of sound schedules and updates
- Documenting a strong claim submission

WHO SHOULD ATTEND

- Project Co-ordinators
- Foreperson
- Superintendents
- Estimators
- Site Project Managers
- Managers
- Owners

INSTRUCTOR

GARY TODD P.Eng., Transportation Consultant, *Specializing in Dispute Resolution*

With over 36 years' experience in the highway planning, design, construction and maintenance activities in several positions with Ontario with the Ministry of Transportation. Gary currently works with contractors to prepare and negotiate engineering disputes and claims. Over the last nine years, Gary has worked with contractors in Ontario to successfully resolve disputes/claims through the entire dispute resolution process from site level submissions and negotiations through to mediation and arbitration.



ORBA offer a variety of industry specific online courses for continuous learning. The range of online courses, powered by Buildforce, offers you a unique opportunity to learn at your own pace, from any home or office computer and to fit learning into your life.

Gold Seal Credit

COMMUNICATIONS, NEGOTIATION, CONFLICT RESOLUTION	2	The information presented in this course will help you to improve your communication skills both written and oral, your negotiating skills and conflict resolution abilities alongside co-workers and on the job site every day.	\$150
CONSTRUCTION INDUSTRY ETHICS <i>(course is now directly online)</i> ←	3	Ethical behaviour is paramount in the construction industry. By maintaining high ethical standards, and being consistent in our practices, we thrive both personally and professionally. The Construction Industry Ethics course can help your employees navigate the ethical grey areas they face every day.	\$275
CONSTRUCTION LAW	2	This newly updated course is intended to provide members of the construction industry with an understanding of construction law.	\$150
CONSTRUCTION PROJECT MANAGEMENT	3	The information presented in this course will help you to understand what you can do to successfully administer projects and will provide you with the necessary tools to help manage a project.	\$150
FIRST LEVEL SUPERVISOR TRAINING PROGRAM	5	This course offers the critical basic skills and concepts needed to supervise a crew in the residential, institutional, commercial, industrial and civil construction sectors.	\$400
INTRODUCTION TO CONSTRUCTION ESTIMATING	2	Accurate and precise estimating is critical to the financial viability of a construction firm. This course provides an introduction to the field of construction estimating and covers all aspects of the production of an accurate estimate.	\$150
INTRODUCTION TO UNDERSTANDING SYSTEMIC RACISM: A GUIDE FOR LEADERS AND MANAGERS	-	The goal of this course is to increase awareness about systemic racism, and provide information and strategies to help organizations create and/or revise policies and processes to support workplaces that are inclusive of Black, Indigenous and People of Colour.	\$100
PIPELINE CONSTRUCTION SAFETY TRAINING	-	This course has been designed and developed by the construction industry to address health and safety issues specific to pipeline construction in the oil and gas industry.	\$100
WORKING IN A RESPECTFUL AND INCLUSIVE WORKPLACE	-	This course is intended to equip you to be successful and participate in creating a respectful and inclusive workplace. Participants will benefit by eliminating discrimination and harassment, and how everyone can create respect through inclusive communication, teamwork and mentorship.	\$100

For more information about these courses, please visit orba.org/onlinecourses for the full course outline and Gold Seal.

REGISTRATION

Registration for Online courses are available at any time. Please register online at www.orba.org/onlinecourses.

Please allow 48 hours to receive your login pin and login information. All courses through Buildforce are delivered entirely online. The courses cannot be accessed through a mobile phone/mobile device.

PRICING, PARTICULARS & REGISTRATION

Course Name	Date	Price Member	Price Non-Member
A Day in the Life: Developing the Next Generation of Forepersons, Super-Intendents & Project Managers	March 5 & 6	\$1,250	\$1,350
ADAPTIVE LEADERSHIP: Navigating Change in Today's Workplace	March 5	\$850	\$950
Building Managing Customer Relations	March 6	\$850	\$950
Construction Dispute and Claims Management	March 7	\$850	\$950
Costing the Build: Fundamentals of Construction Estimation	March 3	\$850	\$950
Fundamentals of Asphalt Plant Operations	March 3	\$850	\$950
Improving Engagement through Positive Leadership	March 6 & 7	\$1,250	\$1,350
Mastering Pavement Preservation: Techniques and Best Practices	March 4	\$850	\$950
Material Insights: Comprehensive Guide to Aggregates, Asphalt, and Concrete in Construction	March 4	\$850	\$950
Minimize Losses & Maximize Savings: Mastering Risk Management to Lower Your Total Risk Costs	March 5	\$850	\$950
Paving Inspector Course	March 4 & 5	\$1,350	\$1,450
Practical Solutions in Hot Mix Technology 2.0	March 6 & 7	\$1,250	\$1,350
Practical Solutions in Managing Excess Soil	March 3	\$850	\$950
Project Management Certificate - Part I	March 3 - 7	\$2,275	\$2,375
Project Management Certificate - Part II	March 3 - 7	\$2,275	\$2,375
The Construction Industry's Risk Blindspot: Cyber is the new Safety	March 4	\$850	\$950

FEES

Fees for all courses cover materials, coffee breaks and lunch each day.

TIME

Full day classes begin each day at 8:00 AM and run to 4:00 PM.

CERTIFICATES

Participants will receive a certificate upon completion of a Gold Seal accredited course.

CANCELLATIONS AND REFUNDS

Full refunds will be provided if requested before Monday February 3rd, 2024. No refunds will be available after February 3. Substitutions welcome. All cancellations must be made in writing to ORBA. Courses subject to cancellation if insufficient participant registration.

REGISTRATION
orba.org/academy

Get Gold Seal Certified

CANADA-ONTARIO JOB GRANT

The Canada-Ontario Job Grant (COJG) is an initiative through Employment Ontario and the Federal government, which supports employer training goals with direct financing to help businesses access training and bridge employee skills gaps with grants of up to \$10,000 per trainee.

COJG provides direct financial support to employers who enroll their staff in training programs ranging from learning the latest industry software or equipment, to earning industry certifications. Small, medium and large businesses choose the training that best meets their company needs.

For more information on how to access the grant, please visit <http://orba.org/canada-ontario-job-grant-program/>

GOLD SEAL CERTIFICATION

The Gold Seal Certification program certifies Canadian construction management professionals, i.e. estimators, superintendents, project managers, owners, construction managers and safety coordinators involved in general, electrical or mechanical contracting, roadbuilding and heavy construction or specialty trades. Applicants require a combination of industry experience, education and training to challenge the Gold Seal exam and, if successful, to become Gold Seal Certified (GSC).

Visit: goldsealcertification.com/get-certified for more information on the certification streams available to you.



**CANADIAN CONSTRUCTION
ASSOCIATION**
CANADIENNE DE LA CONSTRUCTION

VENUE KINGBRIDGE CENTRE

For 2025 ORBA's Road Building Academy will be moving to a new venue. This year ORBA will be hosting the ORBA Academy at the Kingbridge Centre in King City.

Everything you need is in one space. The venue boasts all day nourishment hubs stocked with healthy & energizing foods, a full lunch as well as various dinner options (not included in the Academy Pricing) that guarantees you will leave the facility satisfied.

Kingbridge is a mission driven enterprise guided by a focused purpose to assist and enable individuals and institutions to convene, curate and collaborate on solving their most pressing problems and challenges pertaining to leadership, skills development, innovation, economic prosperity, and growth.



NOURISHMENT HUBS

Nourishment Hubs are an evolution of the coffee break and offer fresh and energizing refreshments throughout the day from 7:00 am to 5:00 pm.

THE SOCIAL CENTRE & EVENING ENTERTAINMENT

At the end of the day, guests can relax and unwind with colleagues in the Social Centre and enjoy regional craft beers, international wines, inventive cocktails or refreshing soft drinks.

Compliment high speed Wi-Fi is offered throughout the facility as well as free parking on-site.



HOW TO GET THERE

Conveniently located off the 401 Highway at

The Kingbridge Centre
12750 Jane St, King City, ON L7B 1A3



ACCOMMODATION

ON-SITE ACCOMMODATION

For your convenience, Academy registrants are able to book overnight accommodation directly at Kingbridge Centre. Enjoy onsite accommodation, a full dinner and full breakfast the next morning without having to leave the premises.

AMENITIES

- electronic card key system
- queen size bed with two bedside tables and wall-mounted lamps
- full bathroom with hairdryer and bath amenities, including bath robe
- armchair with ottoman, coffee table and floor lamp
- work area with desk, chair, lamp and push pin board
- complimentary high-speed Internet access
- cable TV with remote
- AM/FM clock radio with docking station
- telephone with voicemail messaging
- single brew coffee maker
- luggage stand
- closet with full-length mirror
- iron and ironing board
- windows that open, most onto the courtyard
- a self-controlled heating and air conditioning unit
- Free parking



STANDARD CHECK-IN TIMES

Monday to Sunday: any time after 3:00pm
(For early arrivals, please check availability with the Front Desk)

BOOKING

To receive the reservation request form, please contact Jasvinder Singh directly at jasvinder.singh@orba.org