

A practical, globally validated approach to improving work zone safety and performance.

Executive Brief

Work zones remain one of the most persistent and complex risks in road networks worldwide, impacting safety, mobility, and public trust. Despite growing investment and regulation, many organisations continue to rely on fragmented or compliance-driven approaches that do not consistently deliver safer outcomes.

To address this challenge, PIARC (World Road Association) has developed through its new program **PIARC Road Academy**, the **first global Integrated Framework for Work Zone Safety and Management**, based on international research, a global survey across 68 countries, and real-world case studies. This training series translates that global evidence into practical, actionable guidance for road authorities and practitioners.

Why this matters for your organisation

Built on insights from 68 countries, this program moves beyond traditional training to empower your teams to:

- Reduce operational and safety risks in work zones through structured, risk-based approaches
- Strengthen contractor performance by aligning procurement, incentives, and delivery practices
- Improve outcomes for vulnerable road users, a known global gap
- Move from compliance to competence, enabling better decision-making on site
- Benchmark your organisation internationally using a consistent maturity framework

Result: safer networks, more efficient delivery, and stronger public trust.

What makes this programme different

- First global integrated framework for work zone management, developed from input across 68 countries
- Designed for real-world application, not theory; focused on decisions, trade-offs, and implementation
- Relevant across all contexts, from high- to low-resource environments
- Flexible participation, with sessions that can be taken individually or as a full series

Programme at a glance

- 6 live online sessions (June–November 2026)
- 90 minutes per session (60 min content + 30 min discussion)
- Each session is delivered twice on the same date, at two fixed UTC times, to support global participation
- Total commitment: approximately 9 hours over 6 months, designed for busy professionals
- Available in English, French, and Spanish (with multilingual subtitles)

Recommended participation

Organisations are encouraged to enroll a small cross-functional cohort (3–5 participants), such as:

- Policy / regulatory leads
- Network or asset managers
- Safety specialists
- Project or construction managers

This enables internal alignment and accelerates the application of learning.

Recognition

Participants who complete the full programme and successfully pass the assessment will receive a **PIARC-endorsed Certificate of Achievement**, supporting both individual professional development and organisational capability-building.

Cost and accessibility

- One complimentary registration per PIARC member country (in good standing)
- Preferential pricing for PIARC members
- Registration available per session or for the full course
- Limited capacity to ensure a high-quality, interactive learning experience

Registration – Opening Soon!

1. Identify suitable participants within your organisation
2. Confirm your organisation's interest via the [Expression of Interest](#) form
3. Prepare to register when enrolment opens (allocated on a first-come basis)

A strategic opportunity

This programme represents a strategic, cost-effective opportunity to strengthen your organisation's approach to one of the most visible and high-risk aspects of road network management.

Programme Overview and Participant Guide

PIARC is launching a six-part global training series on the management of work zones, based on the findings and tools of PIARC Special Project: *Management of Road Worksites* – Click [HERE](#) to access the Special Project. This is the first training course of a larger PIARC initiative to provide continuous professional development in the Road Sector, the **PIARC Road Academy**.

Completed in 2025, the Special Project produced **the first global integrated framework** for work zone safety and management, informed by extensive international research, practitioner input, expert interviews, and case studies. The project also delivered a suite of **supporting tools and resources to help organisations** assess, plan, and improve work zone management practice.

WHY IT MATTERS

Work zones are a growing **safety, mobility, and environmental** challenge worldwide. Despite increasing regulation, technology, and investment, many countries continue to experience rising harm in and around work zones, including workers and users.

Until recently, there has been no shared international framework to guide how work zones should be planned, regulated, delivered, and assured across different contexts. The PIARC Special Project addressed this gap through a comprehensive global study, producing a coherent framework and supporting tools.

This training series turns that global evidence base into guidance that helps road agencies and industry professionals apply this knowledge in practice when working across high-, middle-, and low-income settings.

OUTCOMES FOR YOUR ORGANISATION

By participating in the programme, organisations and practitioners will be better equipped to:

- Benchmark current work zone management practice using a globally consistent maturity approach
- Identify priority gaps across governance, planning and design, vulnerable road users, technology and data, and assurance
- Strengthen the connection between policy intent and on-site practice
- Apply practical, risk-based thinking to work zone planning and design decisions
- Improve treatment and continuity for vulnerable road users at work zones
- Support a shift from compliance-led approaches toward competence and continuous improvement

THE PROGRAMME

Six interactive sessions delivered monthly from **June to November 2026**. Each session is mapped to a pillar of the PIARC Integrated Framework and may be attended as a standalone technical briefing or as part of the full progressive series.

#	Date	Session	Focus
1	16 June 2026	The Global Baseline	Introduction to the Integrated Framework, global survey findings, and maturity assessment
2	7 July 2026	Governance, Regulation & Contracts	Closing the gap between policy intent and on-site practice
3	25 August 2026	Planning & Design	Risk-based planning, hierarchy of controls, and lowest total risk
4	15 September 2026	Vulnerable Road Users	Design parameters for pedestrian and cyclist continuity at work zones
5	13 October 2026	Technology & Data	Evidence-based procurement and digital work zone baselines
6	17 November 2026	Culture & Assurance	Moving from compliance to competence through assurance and improvement

Session 6 is timed to conclude the series on the week following **World Day of Remembrance for Road Traffic Victims** (15 November 2026).

GLOBAL DELIVERY

Each session is delivered live at **two fixed UTC** start times to support a worldwide audience:

- 08:00 UTC & 15:00 UTC
- Both sessions deliver identical content.
- Session times are **held in UTC across all six dates**, so recurring calendar invites display the correct local time on each date automatically.

A note on daylight saving: Delegates in countries that observe daylight saving will see their local session time shift by up to an hour somewhere in the series. This primarily impacts Session 6 (17 November 2026).

Check your local time for each session at [world clock converter](#). Simply enter your city and compare against 08:00 UTC and 15:00 UTC for the sessions you are interested in.

WHO SHOULD ATTEND

The training is designed for practitioners involved in the planning, design, regulation, delivery, or oversight of work zones, including:

- **Regulators and policy makers** – road authority executives, transport agency officials, standards bodies
- **Road authority officers** – network managers, senior engineers, safety leads, asset managers
- **Consultants and designers** – traffic engineers, temporary traffic management designers, planners
- **Contractors and delivery teams** – construction managers, safety directors, site supervisors

The programme is relevant across diverse institutional, regulatory, and resource contexts.

WHAT TO EXPECT

- 60 minutes of structured content and facilitated activities per session
- 30 minutes of open discussion and Q&A
- Live polling, scenario exercises, and practical examples
- Delivered in English via Zoom, with subtitles in French, Spanish, and [40+ additional languages](#).
- Learning materials provided in English, French, and Spanish

RECOGNITION AND CERTIFICATION

PIARC-endorsed Certification of Achievement

Participants who attend **all six sessions** and complete the programme knowledge check with a score of **greater than 75%** will receive a **PIARC-endorsed Certification of Achievement**.

Acknowledgement of Attendance

Participants who attend individual sessions, or who attend the full series without completing the achievement requirements, will receive an **Acknowledgement of Attendance** for the session(s) attended.

PRICING

Registration is available for the full six-session series or for individual sessions. Preferential rates are available for PIARC fee-paying members.

Attendee	Single Webinar Fee (per head)	Series Pass
PIARC Fee Paying Member*	€105.00	€550.00
Non-Member	€125.00	€650.00

HOW TO REGISTER / EXPRESS INTEREST

Registration will open in the coming weeks.

To receive updates and be among the first to register:

- Complete the [Expression of Interest form](#)
- If you need more information email: gen-sec-piarc@piarc.org

*Fee-paying members – employees of active member governments, regional authorities, collective or individual members.

Appendix: Online Training Programme – Webinar Series Outline

The following table outlines the six-session online training programme based on the findings of the PIARC Special Project on the [Management of Road Worksites](#). Each session is mapped to the pillars of the PIARC Integrated Framework and is designed to be delivered as both a standalone knowledge briefing and as part of a progressive, cumulative learning journey. The series runs from June to November 2026, with each session offered at two time slots (08:00 UTC and 15:00 UTC) to serve a worldwide audience.

#	Session & Theme	Synopsis & Content	Learning Objectives	Interactive Elements	Source Material
1	<p>The Global Baseline <i>Where does the world stand?</i> June 2026</p>	<p>This opening session sets the scene by presenting the PIARC Integrated Framework for Work Zone Safety and Management and the global evidence base behind it. Attendees will be introduced to the findings of the PIARC Special Project, including data from the global survey of 247 practitioners across 68 countries.</p> <p>The session will examine the two-tier gap between high-income and low- and middle-income countries, explain the three competing objectives at the heart of worksite management (project completion, system safety, and network functionality), and walk attendees through the Maturity Assessment Tool so they can benchmark their own jurisdiction.</p> <p>Framework pillars: <i>Overarching Principle; Pillar 1 (Legislation, Regulation & Policy)</i></p>	<ul style="list-style-type: none"> Understand the scale and nature of the global work zone safety challenge Recognise the three competing objectives and the trade-offs between them Be introduced to the PIARC Integrated Framework and its nine pillars Complete an initial self-assessment using the Maturity Assessment Tool Identify where their jurisdiction sits on the maturity spectrum 	<ul style="list-style-type: none"> Live maturity poll: Attendees answer 10 rapid-fire maturity questions via Zoom polling. Results are shown live and compared with the global survey data from the report. Benchmark quiz: A short quiz using real (anonymised) country data from the project. Attendees guess whether the data comes from an HIC or LMIC, revealing assumptions and biases. Word cloud: Attendees submit what they consider their jurisdiction's single biggest work zone challenge. Results are displayed as a live word cloud and discussed. Reflective prompt: Attendees are asked to score their own organisation on a 1–5 scale across the three competing objectives (safety, completion, functionality). Aggregated results are shared anonymously. 	<p><i>Report Sections 3, 5, 7, 10, 12.1–12.3; Maturity Assessment Tool (Toolkit Module); Global Survey dataset</i></p>
2	<p>Governance, Regulation & Contracts <i>Closing the void between policy and practice</i> July 2026</p>	<p>This session addresses the governance void, the gap between high-level outcome-based legislation and the prescriptive standards used on-site. It examines how regulatory frameworks, governance arrangements, and contractual mechanisms interact to either enable or undermine safe worksite outcomes.</p> <p>The focus is on contracts as the primary tool for changing behaviour. Attendees will explore how procurement models, risk allocation, and payment mechanisms directly shape what happens on-site, and why misaligned incentives are at the root of many systemic failures. The session draws on case study evidence from multiple jurisdictions to show what works and what does not.</p> <p>Framework pillars: <i>Pillars 1–2 (Legislation, Regulation & Policy; Procurement & Contracts)</i></p>	<ul style="list-style-type: none"> Identify the governance void and its consequences for on-site practice Understand how contractual incentives drive (or undermine) safety outcomes Learn the characteristics of mature procurement and contracting models Evaluate their own jurisdiction's approach to risk allocation in contracts Take away practical contract clauses and procurement criteria they can adapt 	<ul style="list-style-type: none"> Scenario challenge: Three short contract scenarios are presented (e.g., lump-sum vs. performance-based). Attendees vote on which they think delivers the best safety outcome, with the evidence-based answer revealed and discussed. Live poll – incentive audit: Attendees answer questions about how their own contracts currently allocate risk and incentivise safety. Results are aggregated and compared with findings from the report. Case study spotlight: A real (anonymised) case study from the report is presented with the outcome hidden. Attendees discuss in small breakout groups what they think happened and why, before the actual result is revealed. Contract clause toolkit: Attendees receive a downloadable set of example contract clauses from the project findings, with a guided walkthrough during the session. 	<p><i>Report Sections 6.2 (Grey Literature – Standards), 8.3–8.5 (Interviews), 9.3 (Case Studies), 11.4, 12.4.1–12.4.2; Procurement Decision Tool (Toolkit Module)</i></p>

#	Session & Theme	Synopsis & Content	Learning Objectives	Interactive Elements	Source Material
3	<p>Planning & Design <i>Managing risk at the source</i> August 2026</p>	<p>This session shifts from the system level to the project level. It introduces the concept of lowest total risk as the guiding design philosophy, moving beyond a compliance mindset to one where risk is actively managed at its source through the hierarchy of controls.</p> <p>Attendees will learn how to design worksites that are inherently safer by eliminating hazards before work starts, favouring transient controls for transient risks, and formally assessing the risks introduced by the safety measures themselves. The session also covers on-site delivery, including adaptive management, change control, and maintaining the integrity of the plan during execution.</p> <p>Framework pillars: Pillars 3–4 (<i>Design & Planning; Delivery</i>)</p>	<ul style="list-style-type: none"> Apply the hierarchy of controls to work zone design decisions Understand and apply the lowest total risk philosophy Recognise the difference between treating symptoms (speed management) and managing risk at its source Identify how the design phase determines the risk profile of the entire project Learn practical methods for on-site change management and adaptive delivery 	<ul style="list-style-type: none"> Design challenge: Attendees are shown a real worksite layout with known flaws. Using a guided template, they redesign it applying the hierarchy of controls. Selected solutions are shared and discussed live. Risk trade-off simulator: A facilitated exercise where attendees must choose between two or three design options for a given scenario, each with different trade-offs across the three competing objectives. Polling captures preferences and the facilitator walks through the risk calculus. Before and after: Pairs of real-world worksite photos (before and after intervention) are shown. Attendees use the reaction tools to rate improvements and identify residual risks. Quick quiz: Five true/false questions drawn from common misconceptions identified in the literature review (e.g., the assumption that more signage equals more safety). 	<p><i>Report Sections 6.1 (Academic Literature – Safety in Design), 11.5, 12.4.3–12.4.4; Hierarchy of Controls reference; Case Studies 9.2–9.3</i></p>
4	<p>Vulnerable Road Users <i>Addressing the global blind spot</i> September 2026</p>	<p>The PIARC research identified the protection of vulnerable road users (pedestrians, cyclists, people with disabilities, and motorcyclists) as a persistent global blind spot. This session is dedicated to that finding.</p> <p>Attendees will examine why VRU needs are routinely deprioritised in work zone design, what the data says about VRU exposure and harm at worksites, and what good practice looks like. The session presents practical design parameters for pedestrian and cyclist continuity, physical separation techniques that work in both high- and low-income settings, and how to make VRU protection a non-negotiable design condition rather than an afterthought.</p> <p>Framework pillars: Cross-cutting (<i>Pillars 3, 4, 7</i>); <i>VRU-specific findings</i></p>	<ul style="list-style-type: none"> Recognise the scale and nature of VRU risk at worksites globally Understand why current practice systematically underserves VRU needs Apply practical design parameters for pedestrian and cyclist continuity Evaluate low-cost, locally sourced VRU protection measures suitable for all income settings Integrate VRU considerations as a first-order design requirement rather than an add-on 	<ul style="list-style-type: none"> Photo audit: Attendees are shown a sequence of worksite photos from around the world. For each, they use Zoom reactions or polling to rate the VRU provision on a 1–5 scale. Results are discussed and common failure patterns identified. Design-for-all exercise: A short scenario is presented (urban intersection worksite) and attendees must identify what provision is needed for five user types: a wheelchair user, a parent with a pushchair, a child walking to school, a cyclist, and a sight-impaired pedestrian. Responses are collected via chat. Myth-busting quiz: A set of common assumptions about VRU behaviour at worksites (e.g., cyclists will always find a way around) is assessed with polling, then debunked using the project evidence. Global practice gallery: Brief visual tour of VRU-specific interventions from the case studies (e.g., pop-up cycle lanes, accessible detours), with attendee voting on which they could realistically adapt for their context. 	<p><i>Report Sections 6.1 (VRU literature), 7.3 (Survey – VRU practice), 9.3 (Case Studies – VRU), 12.4.3, 12.4.7; VRU Design Checklist (Toolkit Module)</i></p>

<p>5</p>	<p>Technology & Data <i>Procuring evidence, not promises</i> October 2026</p>	<p>This session tackles technology with a deliberately sceptical lens, reflecting the report’s finding that the value of technology is conditional upon the maturity of the surrounding governance system. The focus is on how to procure and evaluate technology based on evidence of risk reduction, not on vendor claims.</p> <p>Attendees will explore the digital baseline concept (mandating a minimum data feed for all worksites), the role of ITS and connected work zones, and how to set performance criteria that hold suppliers accountable. The session also covers the contrast between high-cost hardware solutions favoured in high-income countries and the low-cost analytics tools that are proving effective in low- and middle-income settings, and why both have lessons for each other.</p> <p>Framework pillars: Pillars 8–9 (<i>Integration & Interface Management; Innovation & Continuous Improvement</i>)</p>	<ul style="list-style-type: none"> • Assess technology claims against the evidence hierarchy from the project • Understand the concept of a digital worksite baseline and minimum data feed • Set performance criteria for ITS and connected work zone technology • Distinguish between technology that treats symptoms and technology that manages risk • Identify context-appropriate technology options for their own jurisdiction 	<ul style="list-style-type: none"> ▶ Vendor pitch challenge: Two mock technology sales pitches are presented (one evidence-based, one hype-heavy). Attendees vote on which they would fund. The facilitator deconstructs both using the report’s evidence criteria. ▶ Technology readiness poll: Attendees answer a quick poll on what digital systems their organisation currently uses for work zone management (e.g., booking platforms, real-time feeds, none). Results are aggregated live. ▶ Data standard exercise: Attendees are shown a sample minimum data specification and asked (via chat or annotation) what fields they would add or remove for their context. Responses are discussed. ▶ Cost–benefit quiz: A set of technology investments are presented with their costs. Attendees rank them by expected risk reduction, then see how the evidence compares with their intuition. 	<p><i>Report Sections 6.1 (Technology literature), 7.4 (Survey – Technology), 8.3 (Interview – Technology), 9.3 (Case Studies), 11.4, 12.4.8–12.4.9; Data Specification Template (Toolkit Module)</i></p>
<p>6</p>	<p>Culture & Assurance <i>From compliance to competence</i> November 2026</p>	<p>The final session addresses the human and organisational dimensions that determine whether everything covered in the first five sessions actually happens on the ground. It examines how to move from a culture of compliance (checking boxes) to one of competence (making good risk-based decisions).</p> <p>Attendees will explore what mature assurance regimes look like, how to design audit systems that change behaviour rather than just record it, the role of competency frameworks and third-party accreditation, and how to build a system of continuous improvement. The session closes the series by connecting all six sessions back to the Integrated Framework and providing attendees with a personal action-planning exercise.</p> <p>Framework pillars: Pillars 5–7 (<i>Training & Competency; Assurance; Good Practice</i>)</p>	<ul style="list-style-type: none"> • Distinguish between compliance-based and competence-based safety cultures • Design assurance programmes that focus on leading indicators and drive genuine improvement • Understand the role of competency frameworks and third-party accreditation • Apply the concept of being an intelligent buyer of work zone safety services • Develop a personal or organisational action plan using the Maturity Assessment Tool 	<ul style="list-style-type: none"> ▶ Audit scenario: Attendees are shown a set of audit findings from a fictional worksite. They must decide which findings are compliance issues and which are genuine risk issues, using polling. Results are debriefed. ▶ Competency self-assessment: A short self-assessment (via Zoom polling) covering five core competency areas from the framework. Attendees see their own profile against the cohort average. ▶ Maturity reassessment: Attendees retake the same 10-question maturity poll from Webinar 1. Their before-and-after results are compared to show how their understanding has shifted across the series. ▶ Personal action plan: A structured 5-minute exercise where attendees identify three things they will do differently in the next 90 days, using a downloadable template. Volunteers share one action via chat. ▶ Series wrap-up Q&A: Open floor with the presenters and, where available, members of the original PIARC Project Oversight Team. 	<p><i>Report Sections 8.3–8.5 (Interview – Culture), 10 (Combined Results), 11.1–11.3, 12.4.5–12.4.7, 16 (Recommendations); Maturity Assessment Tool (Toolkit Module)</i></p>