

# Frontline Management and Supervision *A KEY ROLE IN SUCCESS*



# FRONTLINE MANAGEMENT AND SUPERVISION

## A Key Role in Success

*(The unmeasured resource that can make or break an organisation and why it is important to get it right)*

**Presented by:**

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and**

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# Criticality of the Supervisor



Organisations must recognise the critical nature of the Supervisor in achieving results: Not only in productivity rates, but also in health and safety, and employee relations.

# CRITICALITY OF THE SUPERVISOR

The Supervisor is the key person in industrial accident prevention. Their application of the art of supervising to control worker performance is the factor of greatest influence in successful accident prevention.

(WV Heinrich, 1959)



# WHO IS A SUPERVISOR/FRONTLINE LEADER?

## A Supervisor/Frontline Leader is:

- A first level management employee who is usually responsible for small groups of employees in a specific section or area -usually responsible for a small group of no more than 18 – 20 people on a “Shift”.
- Responsible for getting results through other people - more concerned with orchestrating and controlling work rather than carrying out the tasks. The time frame for a Supervisor's focus is usually on a shift by shift basis but may extend up to a week.
- The first person that most employees communicate with at the start of the shift and the last person that employees see before they leave for home at the end of the shift
- The person who has the most impact on an employee's perception of the company values
- Could also include Geologists, Geotechs, Safety and Health, Maintenance Supervisors and Middle Management roles



# SUPERVISORS/FRONTLINE LEADERS

Introduction of the HSW Act and the supporting Regs happened reasonably quickly and came with its own challenges such as rapid escalation of workers from being an Operator into a Supervisor role. (Often chosen on the basis that they displayed talent such as being a good excavator operator).



# EXPECTATIONS OF SUPERVISORS

We have an expectation that Supervisors should be able to 'Just know what to do' in regard to:

- Understanding health and safety management systems and ensure workers under their responsibility adhere to those requirements
- Knowing their own as well as our legal requirements
- Leading and coaching workers to build effective and productive teams
- Achieving productivity and safety requirements whilst maintaining organisational culture and values
- Developing and maintaining working relationships between departments
- Dealing with worker' personal issues
- Being computer literate and able to write reports
- Planning and executing work within time schedules and on budget

# SUPERVISORS – REALITY

The reality is:

- There is no pre-requisite training requirements for the Supervisor/Frontline Leader to be able to successfully execute their role in many of these areas
- On the job they receive the least investment of developmental training, despite being the frontline face of the company
- They have the strongest influence on the culture of your organisation than any other individual
- High risk to the PCBU

***Do you think we need to get it right?***



# CASE STUDY

- On a Sunday night shift at 11 pm, an employee presented for his first shift as a Supervisor of 22 workers in the metallurgical division of a large Mining company , which employed 2200 people
- He was in charge of the lead smelter furnace area which is one of the highest risk areas you could work in
- He was an Operator at the smelter for 2 years prior to the change in status
- He did not know anybody on the shift which was to become his new home and responsibility
- He did not have any training files on who could do what in the operating areas
- About 80% of his crew had extremely low literacy skills
- That was me 40 years ago



# WHAT DID THE NEW SUPERVISOR NEED TO KNOW THAT NIGHT?



- What exactly is my job?
- What are my legal obligations and responsibilities?
- How do I know when I am doing a good job? (I could guess how I would find out if I wasn't doing a good job)
- Who do I call for support and advice when it all hits the fan?
- What do I do if I give a worker an instruction but they don't do it, are repetitively absent, or are just lazy?

***IT WAS APPROXIMATELY 6 – 8 MONTHS BEFORE I HAD ALL THE ANSWERS TO THESE QUESTIONS AND ONLY BECAUSE I FELT THAT I NEEDED TO KNOW AND SOUGHT OUT THE INFORMATION***

# DEVELOPING SUPERVISORS INTO FRONTLINE LEADERS

- Our experience shows there are gaps across many organisations in the areas.
- Minimum competency standard training did produce many positive outcomes, however it did not address other core competencies considered essential to be an effective Supervisor (e.g. communication, people management, computer skills, etc.)  
Absence of a Position Description/Responsibilities (**If you don't know these things how do you or anybody else know if you are doing a good job?**)
- Organisations did not necessarily have access to further training to meet these requirements.

***A PCBU needs to be confident that the Supervisor has more than the minimum Statutory requirement***



# PCBU'S OBLIGATIONS AND DUTY OF CARE

1. PCBUs have obligations and a Duty of Care
  - The PCBU has a primary duty of care to provide the worker with information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking.
2. Failure to do so could result in fines and jail time for individuals holding responsibilities

*PCBUs are responsible for any actions/omissions by their Supervisors*

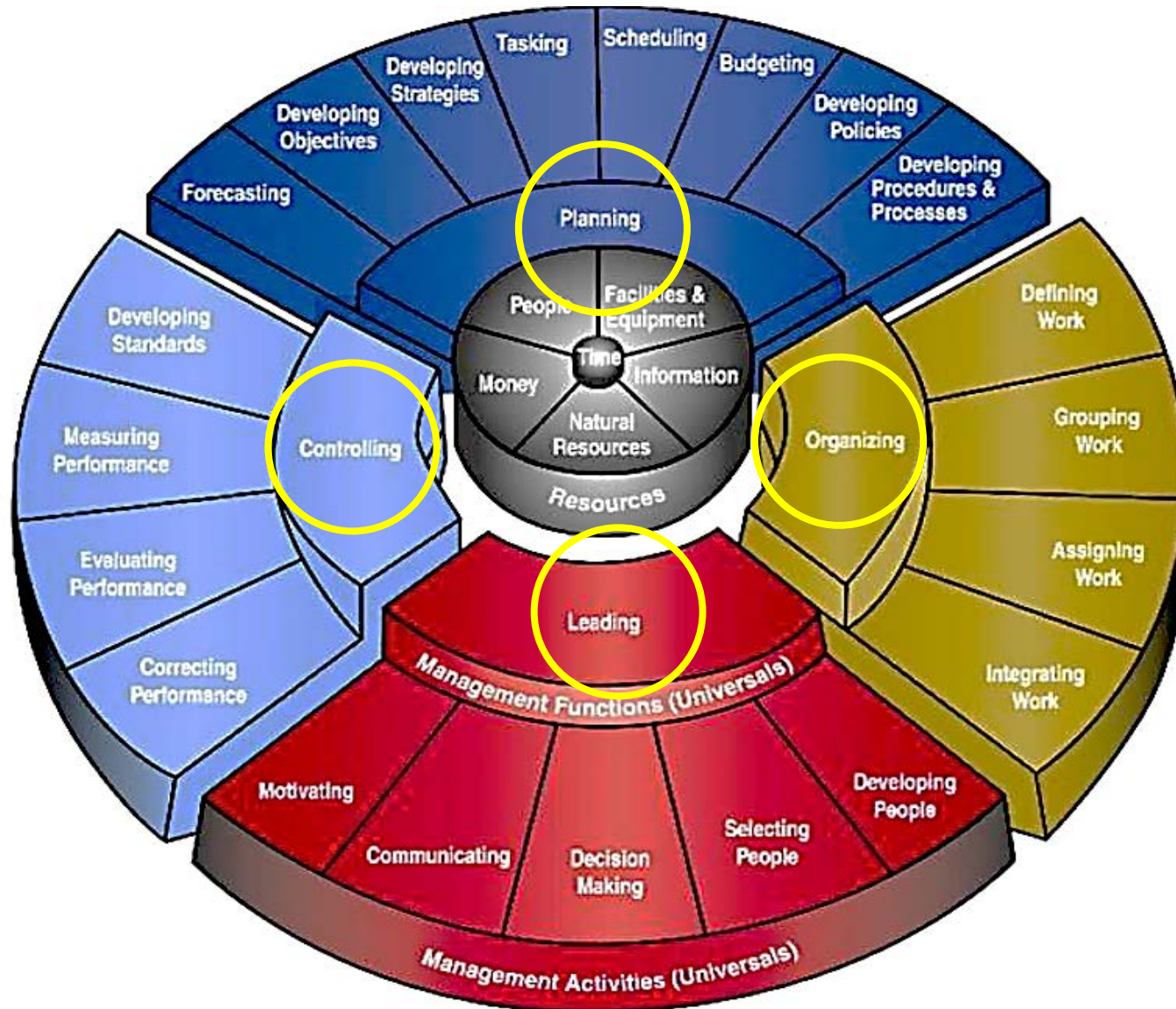
## PENALTY - EXAMPLES



New penalties	Individual	Officer	Corporate
Breach with reckless exposure to risk of serious injury/death	\$300,000 and/or five years prison	\$600,000 and/or five years prison	\$3,000,000
Breach with exposure to risk of serious injury or death	\$150,000	\$300,000	\$1,500,000
Breach of duty	\$50,000	\$100,000	\$500,000

When you compare these potential fines and jail terms, training a Supervisor adequately looks like a cheap alternative.

# THE FOUR FUNCTIONS OF MANAGEMENT





# ITS ALL ABOUT THE SPAN OF CONTROL

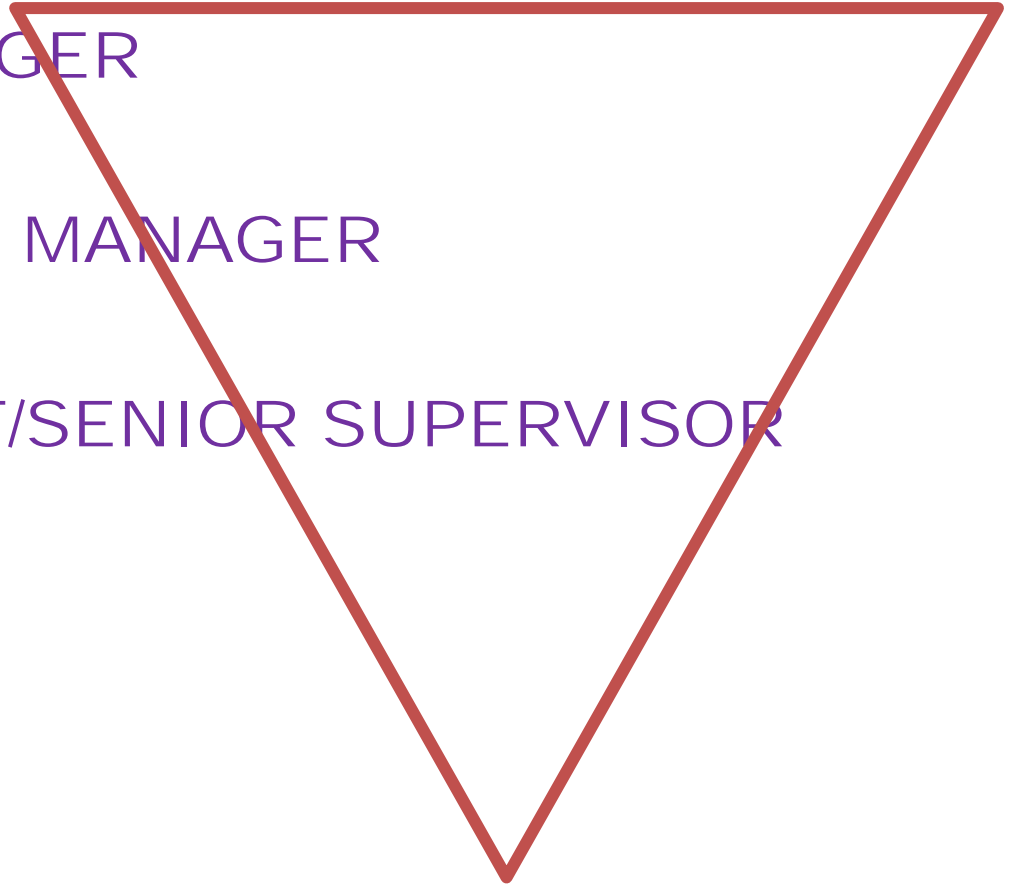
EXECUTIVE MANAGER

DEPT OR SECTION MANAGER

SUPERINTENDENT/SENIOR SUPERVISOR

SUPERVISOR

OPERATOR



# DEVELOPING SUPERVISORS INTO FRONTLINE LEADERS

Minimum competency standards (CoCs) did produce many positive outcomes:

- Reduction in incident rate at a number of sites
- Basic leadership skills and understanding were being developed which has impacted on safety performance generally
- Some knowledge of safety management requirements has been developed



# SITUATIONAL LEADERSHIP MODEL – HELPING SUPERVISORS MANAGE PEOPLE



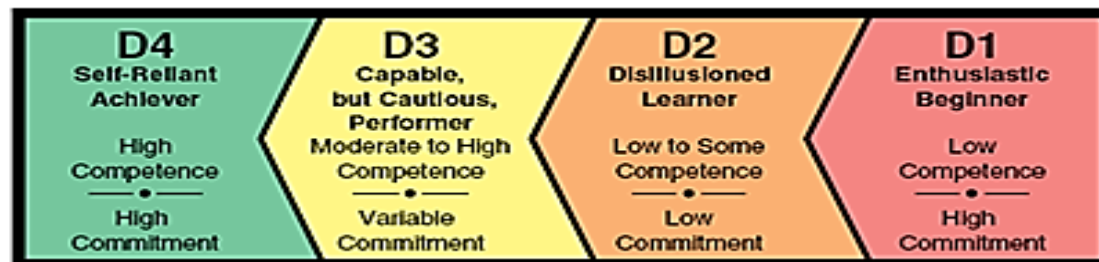
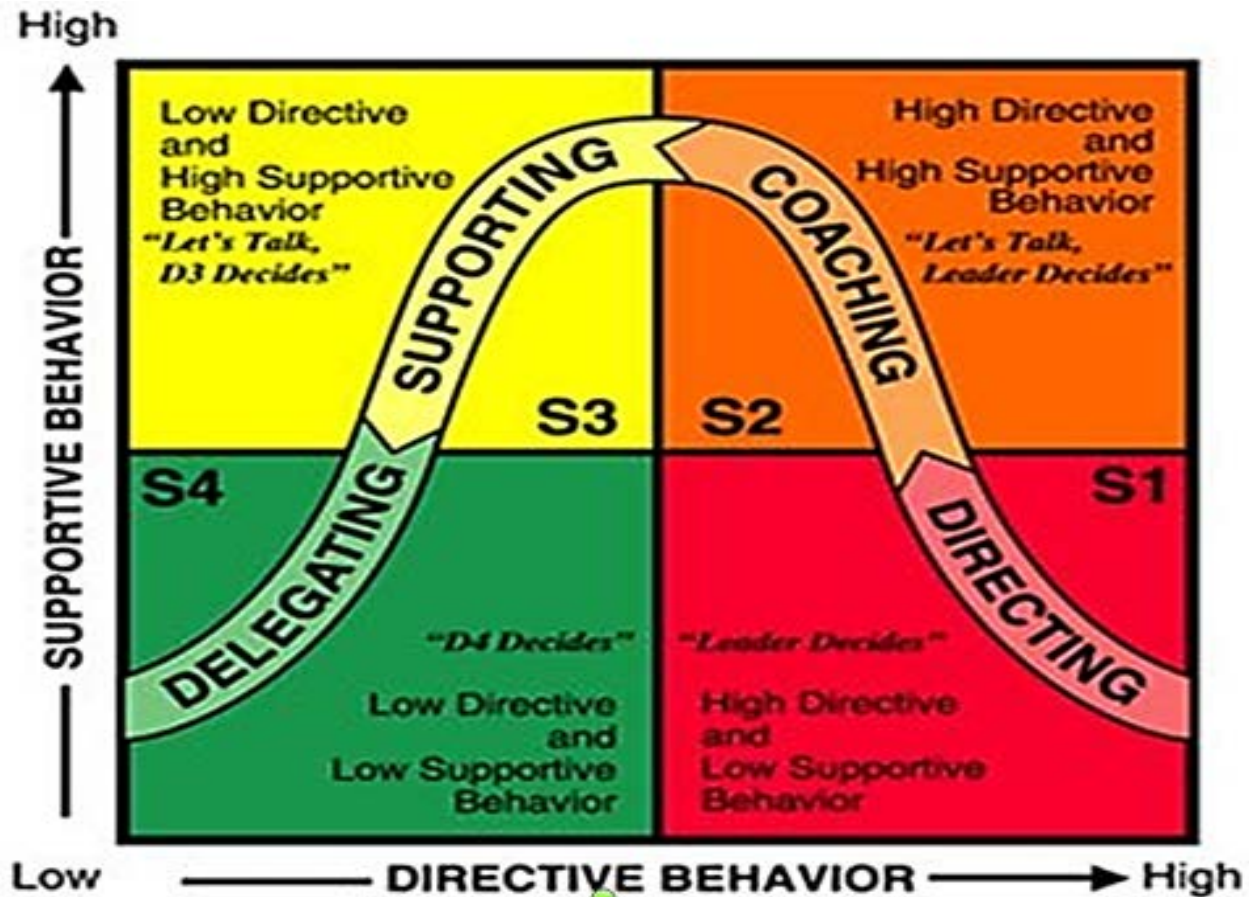
- The Situational Leadership Model is a leadership theory developed by Professors Paul Hersey and Ken Blanchard, Authors of the books: The Situational Leader and The One Minute Manager
- Effective leadership is task-relevant, and the most successful leaders are those who adapt their leadership style to the development level of the team or individual team member.



# SITUATIONAL LEADERSHIP

- There are no single “best” style of leadership.
- Effective leadership varies, not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished.
- The Situational Leadership Model rests on two fundamental concepts: the leaders style and the individual or group’s development level.
- The style a leader uses is based upon combining levels of directive behaviour and supportive behaviour. You can think of directive behaviour as an order and supportive behaviour as providing support or guidance.

# SITUATIONAL LEADERSHIP



# LEADERSHIP DEVELOPMENT PROGRAM PURPOSE

The purpose of the Supervisors Leadership Development Programme is to provide:

- A structured framework and consistent approach to Supervisor development
- A series of training modules aimed specifically at developing the skills required by Supervisors
- Clearly articulate expectations of a Supervisor within the organisation.
- It is a component in the overall staff retention strategy
- A direct link to identifying upcoming Leaders within the organisation

# LEADERSHIP DEVELOPMENT SKILLS PROGRAM

Leadership development units should include as a minimum:

- Situational Leadership (Managing People)
- Communication
- Health and Safety Legal Requirements
- Problem Solving and Decision Making
- Time Management
- Coaching/Correcting Poor Performance
- Operational Performance
- Basic Computer Skills





# LEADERSHIP DEVELOPMENT TRAINING PLAN

Expect a knock-on effect with benefits such as:

- Improved team work
- Improved, effective communication
- Improved compliance with safety systems
- Behaviours consistent with the company's culture
- Safety as priority:
  - A significant improvement in leading indicators; and
  - Reduction in injury frequency rates

# ADDITIONAL BENEFITS - LEADERSHIP DEVELOPMENT

Additional Benefits of the Supervisors Leadership Development Program have been proven to include:

- Suitability for Supervisors and Managers across all disciplines
- Skills developed are transferrable and remain applicable across industry, not just the extractives industry
- Clear roles and responsibilities are defined
- Staff retention benefits due to a commitment from the organisation to develop a career path

# LEADERSHIP DEVELOPMENT – MEASURE SUCCESS

Set measures against a Standard or Criteria:

- Safety performance
- Production targets
- Equipment Availability/Utilisation
- Crew Absenteeism
- Costs per tonne or costs per gram
- Compliance with legislation
- Performance against role responsibilities

***If you cant measure it – it is just an opinion***

# PUTTING IT ALL TOGETHER

- Establish a Position Description for each Supervisor position and set measurable terms
- Let people know where they fit in the company management hierarchy and who will support them
- Train supervisors how to supervise - especially communication skills and counselling techniques for correcting poor performance of team members
- Measure Supervisor performance against business and individual KPIs and give feedback
- Train your Supervisor/Frontline leaders - You won't save money by not training your Supervisors but you may save yourself a substantial amount of heartache and money in terms of fines or jail term.
- Managers must lead by active participation and setting the Standards





# Biographical Notes

## **Karen Belousoff (BOHS)**

Karen L Belousoff is the Principal Safety and Risk Management System Specialist and Director of Belousoff Consulting Pty Ltd. Karen holds a Bachelor of Occupational Health and Safety and is presently completing a Masters in Responsible Resource Management majoring in Risk Management in the Extractives Industry. Karen has worked in a number of senior Health, Safety and Compliance Management roles in Queensland Open Cut and Underground Coal Mines. From 2013 to present, Karen has been working within the New Zealand Extractives Industry, developing Health and Safety Management Systems (HSMS) and delivering risk management and HSMS training.

Karen holds a Bachelor of Occupational Health and Safety and is completing a Master of Resource Management, majoring in Risk Management. She also holds a Queensland Board of Examiners Coal Mines SSE Qualification and a New Zealand Board of Examiners Open Cast Coal Mine SSE COC and specialises in Occupational Health and Safety Management Systems, Risk Management, Emergency Management, Training and Incident Investigation, and auditing of Health and Safety Management Systems within the extractives and resources industries.

## **Peter Arthur (BFET)**

Peter E Arthur is the Principal Training Systems Specialist and Director of Cost Effective Training (Qld) Pty Ltd. Peter holds a Bachelor of Further Education and Training, Advanced Diplomas in Risk Management, and WHS Systems, Diplomas in Vocational Education and Training, Human Resource Management, and Frontline Management. Since 2014, Peter has been working within the New Zealand Extractives Industry, developing and delivering risk management, accident investigation, frontline leadership and supervisor training.

Peter has more than 40 years' experience in the mining and extractives industries in Australia, New Zealand, PNG and Indonesia. Peter has been working within the New Zealand Extractives Industry, delivering training in Risk Management, Incident Investigation, Supervisor Development and Training and Assessment since 2013.