



# SUPERVISION & LEADERSHIP

# OBJECTIVES

- This training program is designed to improve Supervision and Leadership Skills to become more effective and efficient in the line of HSES supervision.

# TOPICS

- Line Management & Supervisors Roles and Responsibilities
- Supervising for Safety
- Leadership
- Communication
- Planning
- Hazard Identification
- 10 Safety Principles
- Conclusion

# High Standard Of Personal Ethics

- Responsible
- Honest
- Trustworthy
- Sound Moral Values



# INTEGRITY

# LINE MGT & SUP. ROLES AND RESPONSIBILITIES

## SAFETY- RELATED RESPONSIBILITIES

Line Managers and Supervisors have a direct and important role in ensuring that all work is performed in a healthy and safe manner.

This includes, but is not limited to, the following functions:

# Roles and Responsibilities

- Supervision, plan and dictate how the work gets done at the sharp edge!
- It is not the HSE Manager's job to manage the work in the field!!!
- Plan the work in a manner that reduces or controls risk
- Informs and instructs the employee as to expectations
- Monitors the work practices
- Checks adjacent operations
- This is very much a hands-on role!

# What is acceptable Safety Performance?

What are we trying to accomplish? In general, to make certain that employees...

- Perform individual tasks correctly
- Follow safe procedures consistently
- Exercise good safety judgement, even when an exact procedure is not specified

# SUPERVISION STYLES

There are 3 types of supervision styles.....

**Authoritative**

**Delegate**

**Participative**



# SUPERVISION STYLES

## SIGNS OF A GOOD SUPERVISOR.....

- 1- Commands respect**
- 2- Exhibits respect for others**
- 3- Capable of clear communication**
- 4- Trains effectively**
- 5- Has good listening skills**
- 6- Gives feedback**
- 7- Follows up**
- 8- Understands Human Behavior**

# Supervising for Safety

- **What Do we mean by Competency?**

**A competent person is someone who is defined as having sufficient training, experience and job knowledge to discharge their Responsibilities & Duties effectively and efficiently.**

# Supervising for Safety

- How do you tell whether a supervisor is effectively managing his employees? What is the criteria for effective performance?

## Core Competency

- **JOB KNOWLEDGE**
- **COMMUNICATIONS**
- **PRE-PLANNING**
- **ROLES & RESPONSIBILITIES**
- **HAZARD AWARENESS**
- **SETTING THE EXAMPLE**

# Supervising for Safety

## How do you see your workers

- People with families and friends
- Working to earn a living
- People with their own values
- Working away from home / Country
- Getting tired, hungry, thirsty, homesick
- Everyone has problems - but in some cases their problems also become yours

# Supervising for Safety



ENCOURAGE FEEDBACK

*" THE WORKFORCE OFTEN HAVE A BETTER  
UNDERSTANDING OF THE RISKS THAN  
YOU DO. "*

# LEADERSHIP

- Leadership is doing the right things and is based on the character of an Individual
- Job Knowledge and Experience
- Giving value to your employees
- Listening and observing well before talking
- Motivate and encourage people
- Efficient and Effective
- Coaching and Mentoring

**The Greatest Leaders demonstrate these attributes!**

# COMMUNICATIONS

- *What does the term mean to you?*
  - *Words ..... 7%*
  - *Tonality ..... 38%*
  - *Physiology ..... 55%*

Effective Communications  
can save a life!

# Excellent Communication Skills

- Good choice of words
- Be very specific
- Polite expressions
- Non-verbal communication



# MOTIVATION

- **Motivation** :- is the driving behind the way a person acts.

## **Examples of motivating factors :**

- **To Satisfy the materialistic needs** : by money & all things that money can buy as clothes, car, etc.
- **To satisfy non-materialistic needs** : by recognition & praise on doing good thing, by involvement in tasks as risk assessment, accident investigation and involvement in decision – making.

# PERCEPTION & ATTITUDE

- Perception : is the person's understanding of a situation or environment.

## Examples of factors affecting perception :

- Sensory impairment.
- Lack of knowledge / experience.
- Attitude :- is the tendency to behave in a particular way in a certain situation.
- It is positive, negative or indifferent attitude.

## Is influenced by :

- Culture.
- Peer norms.
- Experience.

# HOW EMPLOYERS CAN MOTIVATE THEIR EMPLOYEES?

## The way in which employers could motivate their workforce :

- Incentives (Money & all things that money can buy) : to satisfy the materialistic needs.
- Ways to satisfy the non-materialistic needs:
  - Recognition and praise when doing good things.
  - Empowerment to increase job satisfaction.
  - Involvement in tasks as risk assessment, accident investigation, etc.

- Involvement in planning for health & safety issues.
- To be given a sense of personal achievement “e.g. by providing training courses, etc.”.
- Team-work **“team Spirits”**.
- Negatively, by disciplinary action or by showing accident costs “less” effective.

# ENCOURAGE A POSITIVE ATTITUDE IN HSE TO ALL EMPLOYEES.

The way in which managers/Supervisors can  
encourage a positive attitude to health and safety  
amongst employees :

- Manager should set an example to employees (they should consider health & safety first priority).
- Good communication (vertical and horizontal).
- Incentives (to satisfy employee's materialistic needs).
- Recognition & praise on doing good things.
- Involvement in decision –making.

# LEVEL OF SUPERVISION TO NEW EMPLOYEE.

- Age of the employee : the younger the age the more supervision is required.
- Employee experience : with work in general and with the task to be performed in particular.
- Employee attitude : is it positive, negative or indifferent attitude.
- Employee communication skills.

- Task factors as :

- Nature of the task.
- Task inherent risks.
- Any specific safety requirement applying to the task.
  - Any special needs that employees may have.
  - System of work..

# INFORMATION & COMMUNICATION

- Safety committee meetings: to discuss health and safety issues, to follow up control procedures, etc.
- Safety representatives: act as a link between employees and management.
- Team briefings : to remind about essential safety acts as reporting defects, wearing PPE, etc
- Toolbox talks : safety talks of short duration ( 5 - 10 minutes).



- **Memoranda** : are given to inform about timing and schedule of safety committee meeting, details of any action required or any change – etc.
- **Codes of practice** : explain safety terms, procedures, etc
- **Work instructions** : given by a senior employee, supervisor, safety officer, etc.
- **Poster** : are pictures referring to a health & safety issue. To be effective it should be of a suitable size, of attractive color, to be placed in suitable place and to be easily understood as a picture (so that the illiterate can decode it).

# DISADVANTAGES OF VERBAL COMMUNICATION

- Verbal instruction/Communication may be misunderstood by an employee
- The way the verbal information is given:
  - Complex.
  - Ambiguous.
  - Jargonistic.
  - Not in the usual language of dialect of the receiver.
  - Distorted by other means of communication as telephone.

- Noisy environment.
- Receiver Limitations due to :
  - Mental difficulty.
  - Physical difficulty (as impaired hearing sense).
  - In attention.
  - Lack of knowledge / experience.
  - Restriction by PPE.

# PLANNING

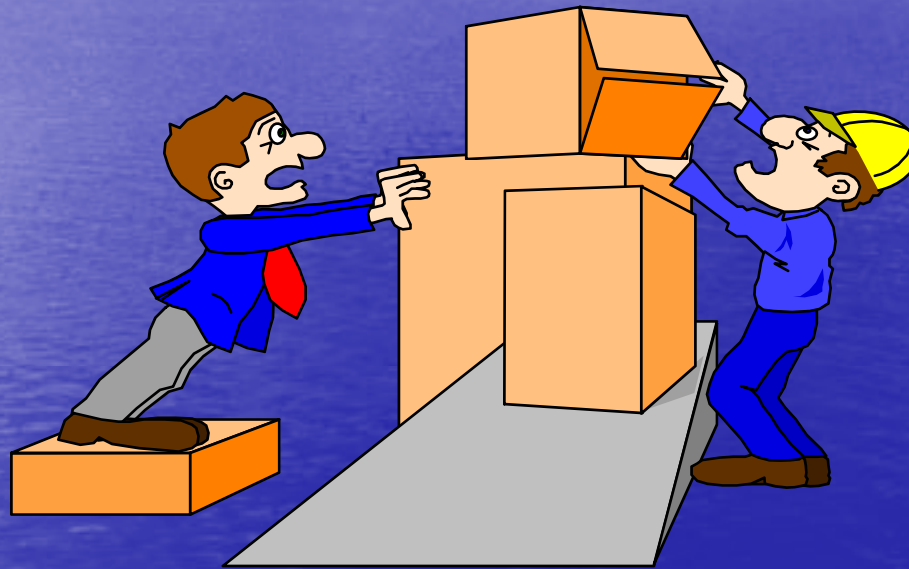
- Pre-planning
- Have you ever thought that every activity we do is the result of planning to some degree or other
- Planning is basically forecasting what you intend to do and how you are going to do it
- The popular definition of an accident is that it is an unplanned event - but there must be an element of planning in the process for it to happen

# PLANNING cont'....,

- **What constitutes bad planning?**
- **Lack of information**
- **Misleading information**
- **Poor application and execution**
- **Lack of communication**
- **Lack of training and education**
- **Poor follow up**
- **No rectification if wrong method adopted**

# Improving Employee Safety Performance

Accidents / incidents do not just happen!



They are almost always the result of  
**hazardous acts.**

# JSA/Identifying Hazards

A simple technique to ensure that each step is examined thoroughly. Consider these five factors:

- Human Actions
- Materials
- Equipment
- Conditions
- “What if?” questions

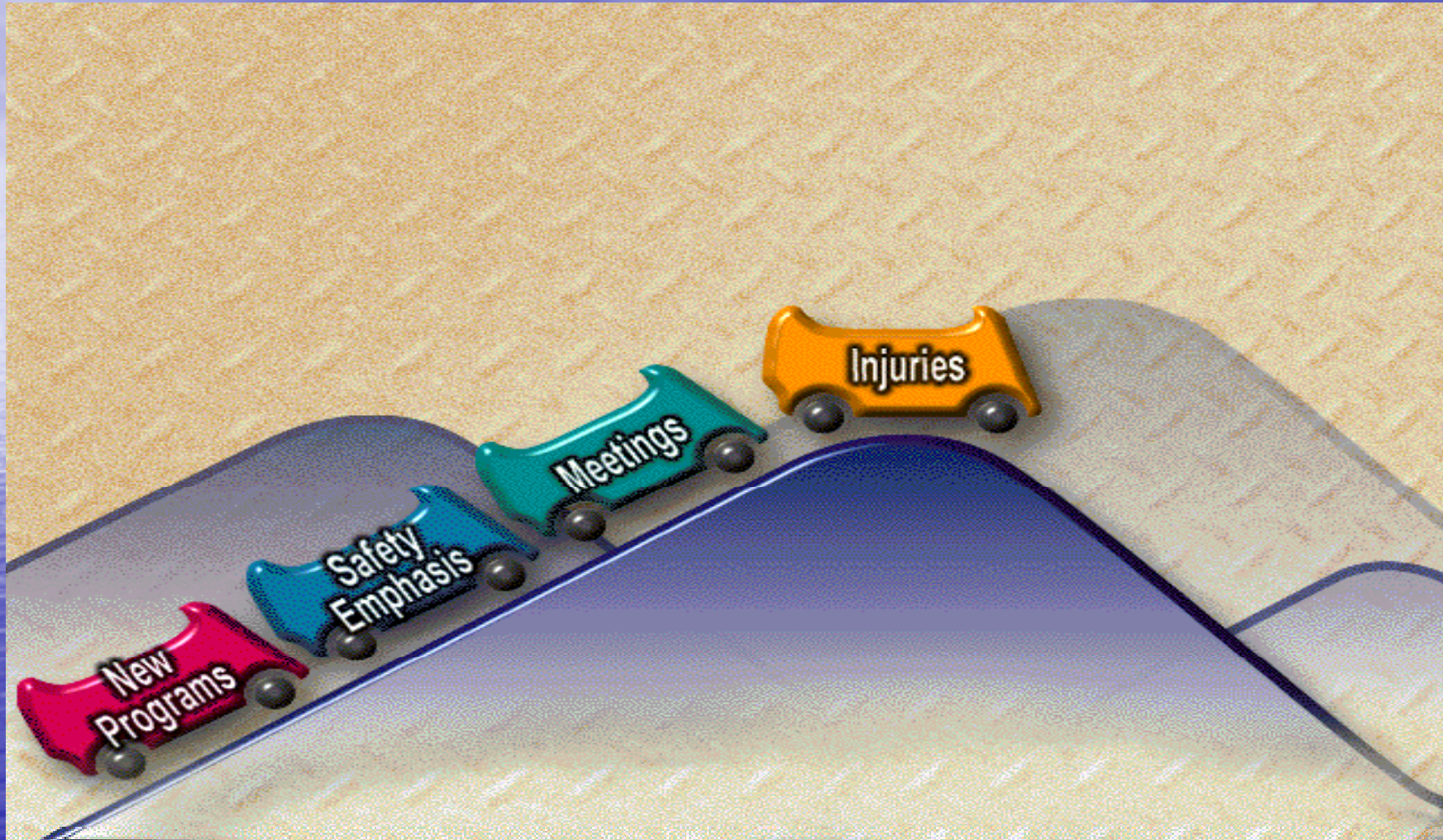


## HAZID cont'....,

- Don't be blind to hazards
- The consequences are not limited to injuries
- They may well impact you - if you talk to someone who has had a serious injury or death to one of their employees it usually affects them for life
- Be pro-active, alert for hazards and deal with them effectively when identified
- Encourage your workers to identify hazards and to be aware that their behavior often leads to serious injuries



# HAZID cont'....,



# Definition of TEAM

- **T**ogether
- **E**veryone
- **A**chieve
- **M**ore



There is no “**I**” in TEAMWORK!!!

# The four C's of effective teams

- Commitment
- Cooperation
- Communication
- Contribution

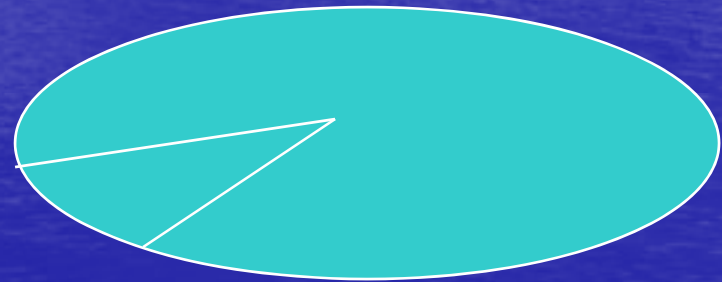




**“Police, I’d like to report a robbery—  
my boss keeps stealing credit for my work!”**

# Organizing is like a P.I.E

- **P**lan
- **I**mplement
- **E**valuate



# Resolving Conflicts

- Identify and focus on the problem
- Ask how these conflicts occur
- Focus on the problem not the person
- Listen with an open heart & mind
- Think before react





**“I want you to cut everyone’s salary by 15% — but make it look like a reward.”**

# **10 Safety Principles for Supervision**

1. Plan safety into every job.
2. Expect the unexpected – *Anticipate!*
3. Identify hazards before an injury occurs.
4. Correct unsafe acts or conditions promptly.
5. Promote incident reporting in the early stages.
6. Ensure employees have the proper tools for the job.
7. Ensure employees follow established safety procedures.
8. Conduct frequent safety inspections on the field.
9. Consult with your safety representative when necessary.
10. Give positive reinforcement for safe work.



# CONCLUSION

- The most difficult target to achieve on any project is a truly accident free performance
- The most influential people on site who are in a position to achieve this are the supervisors
- Good safety practices are the same as the leadership model and setting the examples are about doing the right things
- Remember the key to the core elements of competency is not found in your theoretical knowledge & experience .....

*...but is found in your ability to direct the workforce in an effective manner that results in the achievement of desired goals.*

# You Are The Role Models For Safety

Employees form their opinions of safety  
through your actions...Good or bad!

THANK YOU