Supervisor Critical Competencies

A COMPETENT SUPERVISOR IS ONE WHO:
PLANS AND PRIORITIZES

**OUTCOME:** The resources required to achieve the desired standard(s) can be used under the conditions at the required time

- Develops work plans and applies lessons learned
  - Plans ahead (monthly, quarterly, yearly) to anticipate timelines and barriers
  - Manages and acquires resources (equipment, workers, contractors, products, information)
  - Incorporates emergency planning into work plans
  - Manages change and adjusts plans
  - Collaborates with others completing critical tasks

- Applies a logical and systematic approach
  - Applies goal setting models to work
  - Assigns milestones and levels of action
  - Reframes work to follow the required processes to complete the task

- Manages information and data
  - Identifies key performance indicators or measures of success
  - Documents, reports and communicates to others on key performance indicators
  - Interprets data to make informed decisions or knows when to ask for additional data

- Prioritizes and re-evaluates tasks
  - Organizes tasks and manages time based on importance
  - Recognizes differences between “urgency” and “important”
  - Concludes when a plan can’t be achieved and applies mitigations
  - Is knowledgeable of and applies basic “Management of Change” processes

A COMPETENT SUPERVISOR IS ONE WHO:
ENGAGES THE WORKFORCE

**OUTCOME:** Communication and collaboration that supports completing work to the desired standard(s)

- Develops a team environment and supports those performing the work under their direction
  - Building trust and rapport among workers
  - Resolves and moves through conflict in a constructive manner
  - Sets the expectations and conditions for when supervision is required
  - Is able to identify unique qualities/skills required by team members
  - Orientates others to worksite expectations
  - Demonstrates comprehension of work standards by highlighting critical components to effectively mentor employees before, during, and after the task
  - Documents and communicates worker concerns to management
  - Can identify limitations in team members and implements actions to support those limitations

- Communicates effectively
  - Communicates information and ideas in ways that gain support of others
  - Communicates with immediacy, urgency and promptness
  - Engages in active listening and asks questions to further their understanding
  - Communicates succinctly

- Leads by example
  - Holds themselves accountable to achieving the desired outcome
  - Devises continual improvement plans to augment their capabilities
  - Demonstrates willingness to challenge the status quo when necessary to effect positive change

Notes:
# Supervisor Critical Competencies

## Identifies and Mitigates Hazards

**OUTCOME**: The risk is reduced to a level acceptable to the organization

### Anticipates Hazards

- Evaluates hazards and effectiveness of controls relating to chemical, physical, biological and psychological risks
- Prioritizes hazard controls in relation to risk
- Integrates knowledge of workplace operations and limitations into work plans
- Analyzes work task to identify and mitigate resulting hazards
- Communicates hazards to others and expectations to apply controls

### Conducts workplace assessments

- Conducts and assists others with workplace observations and risk assessments
- Provides coaching opportunities when there are deviations from the work standard(s)
- Regularly assesses competency and fit for duty of those performing the work
- Appraises evidence of workers qualifications and experience suitability prior to executing work

### Mitigates hazards

- Explains concepts and requirements of the hazard mitigation plans
- Trains others to use onsite control methods
- Conducts periodic reviews of hazard mitigation preventions
- Creates and implements contingency plans

## Executes Work

**OUTCOME**: Tasks are completed to the desired standard(s) under a variety of conditions

### Adheres and upholds laws, policies, process and procedures

- Evaluates processes and procedures against desired work standard(s)
- Uses operational systems, tools and resources as intended by their design
- Educates workers on their basic rights and upholds, respects, and adheres to them in practice

### Reinforces roles and responsibility

- Communicates and confirms understanding of responsibilities to those being directed
- Sets reporting expectations to those being directed
- Provides information about the desired work standard(s) to those being directed

### Manages performance against the standard(s)

- Communicates site requirements to those performing the work
- Work tasks are assessed for compliance with regulations and standards
- Checks work progress and corrects as needed
- Assesses workers readiness to complete work to the desired standard(s)
- Prioritizes operations to support emergency management in minimizing additional deviations

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**Notes:**

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