

How To Use It

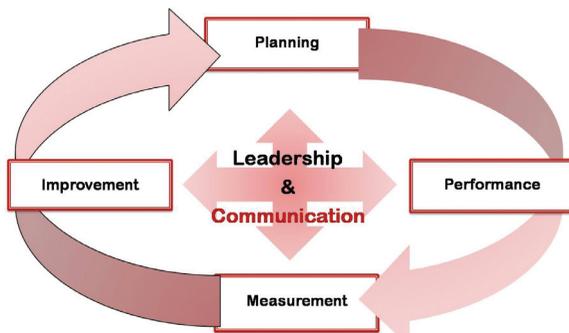
The guideline is written for:

- Individuals with employer’s responsibility for site management and/or leadership.
- Individuals that supervise site management personnel.
- Health and safety personnel tasked with facilitating cooperation on multiple employer work sites.

Review the six elements of competent supervision – leadership, communication, planning, performance, measurement and improvement. Effective leadership and communications are integral to every aspect of supervisor competency, and are present in each of these elements:

1. Leadership: providing vision and direction over worksite operations.
2. Communication: behaviors, skills and abilities associated with effective communication.
3. Planning: operations, safety management, environmental management and emergency response management.
4. Performance: operations, incident management and investigation, and document and record keeping.
5. Measurement: assessment.
6. Improvement: continuous improvement cycle.

Safe, effective and efficient operations don’t just happen. Plan for safe, effective results.



What’s In It For You...

From exploration and geosciences to final reclamation, all site operations require sound management and leadership. Recognizing that one solution does not fit all users and situations, the Supervisor Competency Guideline takes a broad view of upstream petroleum industry site operations and presents accepted guiding principles that provide a useful starting point for employers seeking to establish supervisor competency.

- **Translate strategic direction into action.**
- **Clarify behaviours that support important values and principles.**
- **Establish standards of excellence that are shared across functions and boundaries.**
- **Focus learning and development on the achievement of business outcomes.**

See guideline for complete list and reference.



For Companies:

Guiding supervisors to perform professionally translates into work that is done right and efficiently, which are tangible contributors to the bottom line. Well-developed systems, guidelines and practices provide clear direction that helps all levels of business achieve success.

- An example of the competencies required for superior site management – the activities, knowledge and skills expected to enhance a supervisor’s performance.
- Tools to support the augmentation of a company’s performance management process.
- A process-based performance management practice that can result in continuous improved performance.
- Improved leadership and communication between hiring companies, contractors and the service providers/ individuals they hire.

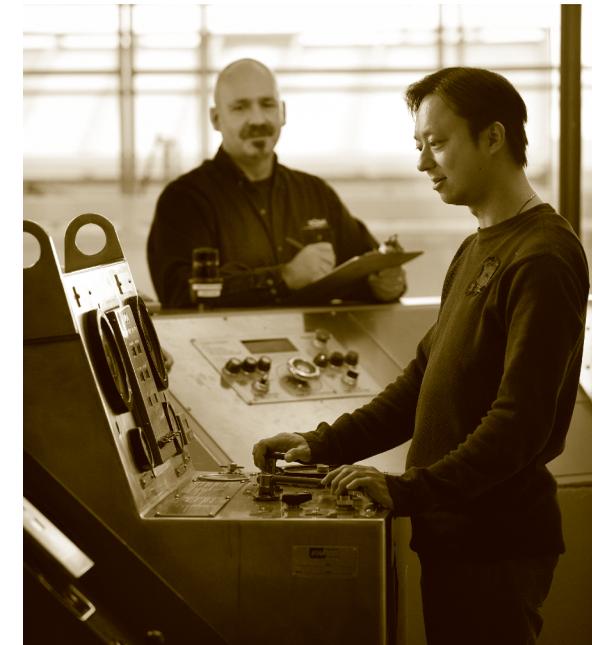
Already have a system? Keep it up-to-date by reviewing the latest best practices – use the guideline for a process to bench mark against.

For Contractors and Suppliers:

- A common basis for developing supervisor competencies that are consistent with the hiring company’s requirements.
- Improved health and safety performance through a reduction in incidents causing injury and illness.
- Satisfied customers through delivery on clear expectations.

For Everyone:

- Well-developed systems, guidelines and practices provide clear direction that helps all levels of business achieve success.
- Efficient, safe, cost effective operations that support the bottom line.



Commitment To Learning And Continuous Improvement

A commitment to competency is an acknowledgement of the importance of continuous learning and development as a business strategy. Adopting a competency model can provide focus on knowledge, skills and behaviours that support alternative ways of leading, managing and delivering value to stakeholders.

What The Guideline Delivers

The guideline offers a perspective on the competencies required for supervisors to achieve superior site management outcomes in health, safety, environment, operations and social responsibility. The activities, knowledge and skills that are expected to enhance a supervisor's performance are outlined in the guideline and brought to life through the use of examples. The guideline also provides an outline to help build a company-specific training matrix and tools that can be used by any organization to augment their own performance management processes.

A clear understanding of the competencies required for superior site management helps contractors and service providers deliver the right services, the right way. It's a win-win.

If companies use this as an evaluation tool and then a training guide it would definitely help with the consistency of our supervisors and lead to higher profitability and less staff turnover, but if they see it as another check box task, it will not deliver results.
— Ron Seabrook, QHSE Manager, Conquest Seismic Services Inc.

Get Your Guide

Download a free electronic version of the Supervisor Competency Guideline for your organization at:

<http://enform.ca/publications/guidelinesandbestpractices/supervisorcompetency.aspx>

Or purchase a bound hard copy by contacting Enform at 403.250.9606.

This guideline on Supervisor Competency from Enform is another tool we can utilize to measure and develop our leaders' performance.
— Brent Harrison, Vice President EH&S, Encana Corporation.

ENFORM

An Industry Product

The guideline was developed by industry for industry! Working collaboratively, Enform led cross-industry representatives in developing a guideline that meets the industry's needs. Canada's leading oil and gas industry trade associations support the use of the guideline to help companies of all sizes improve performance.

Enform: Your Partner in Safety

As the safety association for Canada's upstream oil and gas industry, our mandate is to develop safe work practices through a range of safety services and resources, including Industry Recommended Practices, safety alerts and updates, COR certification and Petroleum Safety Conferences.

Our portfolio of more than 120 industry-leading training programs covers safety, operations, technology and environmental management. All Enform products and services are developed in consultation with Canada's leading oil and gas industry trade associations.



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Supervisor Competency Guideline

SAFETY SERVICES

THE SAFETY ASSOCIATION FOR THE OIL AND GAS INDUSTRY



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Supervisor Competency Guideline

- Learn best practices and competencies for effective and efficient site management.
- Competency is the measurable skill, or set of skills, and level of knowledge required to perform occupation-specific tasks.
- Well-developed systems, guidelines and practices make good business sense.

Supervisor Competency Makes Good Business Sense

An organization that defines and applies competencies sends a strong message about the importance of specific knowledge, skills, capabilities, behaviours and a desire to deliver. Building intellectual capital and maintaining core competencies are critical to achieving success.

Competency-based strategies and tools are essential for gaining sharper focus on strategic and systematic selection and development of employees. Such tools become standards of success to support an organization's vision, mission, strategies and goals. A competency model can add significant customer and business value. That is why Enform worked with cross-industry association members to develop a Supervisor Competency Guideline.

The guideline provides small, medium and large companies in the upstream oil and gas industry with a framework for developing, assessing and managing supervisor's performance. Investing the time and effort required to adopt it makes good business sense.

Enform is the safety association for Canada's upstream oil and gas industry. For almost 60 years, Enform has been proud to work with industry to build a safe, well-trained workforce.