



**MINING
INDUSTRY**
SKILLS CENTRE INC.

Safe, Skilled and Productive Supervisors

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Manager - Program Delivery

Mining Industry Skills Centre

Today's Discussion

- *Skills Strategy research*
- *Expectations of Supervisors*
- *Supervisor Focus Group*
- *Supervisor Framework*
- *Pilot Case Studies*
- *Final reflections*
- *Supervisor Framework Launch*

Mining Industry Skills Centre

*To assure the timely development
of a sustainable, skilled workforce
aligned to the industry's requirements*

*The **aim** of the Mining Industry Skills Strategy is to develop a holistic approach for the mining industry to ensure the timely development of a skilled and sustainable workforce that meets its needs*

Expectations of Supervisors

*What do we expect of our
Front Line Supervisors?*

Research Stimulus Statements

- Managers and Supervisors are provided effective training and mentoring
- Enhancing current workforce capability is linked to all strategic business plans within the mining industry
- The interface between safety and compliance training is allowing the mining sites to create a safe and productive workforce

Major Research Findings

Lack of :

- Realistic timelines given to Supervisor training
- industry experience
- Legitimate & equitable recruitment processes
- Understanding of the skills required
- Supervisor's understanding their role
- Development of 'soft' skills
- Career progression procedure
- Mentoring or support

Challenge

*For the industry to have
leading practice training and mentoring
options to produce highly skilled
Supervisors and Managers*

Members of the Supervisor Focus Group

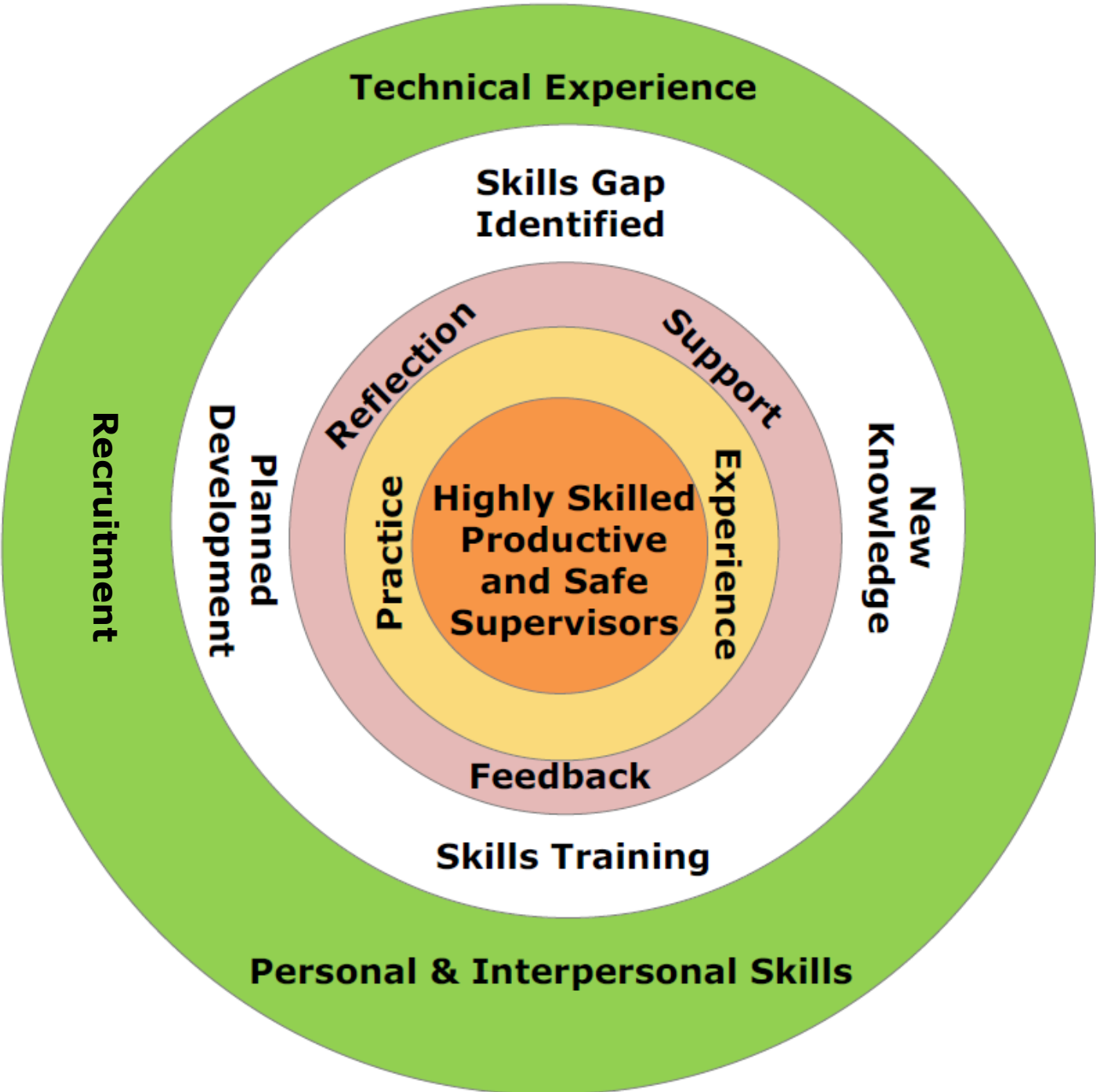
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| <ul style="list-style-type: none">▪ BHP Billiton Mitsubishi Alliance▪ Peabody▪ Downer Edi▪ Walters▪ G&S Engineering▪ Macarthur Coal▪ Leighton Contractors | <ul style="list-style-type: none">▪ Kagge Mining Solutions▪ Arrow Energy NL▪ Legra Mining Services▪ SMS Management & Technology▪ TQ Mining Services▪ Torgas▪ Axiom College |
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Supervisor Focus Group's Response

*It does not matter how good a
Supervisor training product is
if the appropriate Supervisor
recruitment, training coaching and
monitoring is neglected*

Supervisor Focus Group's Charter

*To provide the industry with a
leading practice framework that
provides the appropriate foundation to
produce highly skilled
Supervisors and Managers*



Supervisor Framework

<p>Part A Recruitment</p>	<ul style="list-style-type: none"> ▪ Supervisor Skills Sets# ▪ Recruitment Tool#
<p>Part B Training</p>	<ul style="list-style-type: none"> ▪ Skills Training & Mentoring Guide# ▪ Development Plan ▪ Day in the Life of a Supervisor# ▪ Mapping Skills Sets to Competencies ▪ Tips for: <ul style="list-style-type: none"> ▪ Communication with Management & Crew* ▪ Tool Box Meetings*

Supervisor Framework

Part C **Mentoring & Monitoring**

- Mentor Types & Attributes
- Benefits and Components for mentoring success
- Mentoring Planning Tools
- Management Support Tool*
- What is workplace coaching

- **Pilot Case Studies**
- **Reflection**

Part A - Recruitment Supervisor Skill Sets

Personal and Interpersonal Skills

Win Win Communication

- Facilitates outcome orientated communication
- Adapts communication and negotiation styles to people and objectives

Adaptability

- Ability to work under pressure
- Awareness of what change means to the business
- Flexibility to respond to change in plans

Workplace Communication

- Establishes good interpersonal relationships
- Check understanding of communication from others
- Maintains audience attention in toolbox meetings
- Shares important and relevant information with the team
- Gains commitment
- Speaks with authority
- Provides effective feedback to team
- Engages with different audiences
- Communicates and feeds back issues to management
- Writes to the needs of the audience

Conflict Management

- Opens discussions effectively and clarifies current situations
- Objectively views conflict from all sides
- Negotiates responsively

Natural Strengths

- Displays emotional intelligence
- Demonstrates initiative
- Demonstrates assertiveness
- Applies realism to situations
- Uses discretion
- Applies creative thinking
- Empathises with others
- Maintains a positive outlook
- Demonstrates safety attitude
- Demonstrates team player attitude
- Has an appropriate perception of risk
- Works beyond principal accountabilities
- Confidence
- Ideas person

Technical, Professional and Operational Knowledge

Technical Knowledge

- Has the necessary tickets, competencies and qualifications
- Understands and applies the technical requirement of the job
- Maintains currency of technical skills
- Has numeracy and literacy skills required for the position
- Computer Skills are aligned to the requirements of the position
- Demonstrates an understanding of systems and processes
- Is effective and disciplined in the use of management systems and processes

Industry Experience

- Reliant work history
- Exposure to workplace systems
- Familiar with all workplace operations
- Articulates the role of a supervisor
- Articulates the function of the supervisor role
- Establishes and uses networks
- Acted in supervisory roles

Productivity Management

- Effectively manages operational plan
- Plans for effective crew performance
- Production demands that impact on their crew are considered when required
- Meets productivity targets
- Ensures high quality output
- Has exposure to project management
- Demonstrated forecasting and problem solving skills
- Prioritises critical activities and considers alternative actions when required

Safety Awareness

- Effective application of legislative requirements
- Application of internal processes
- Demonstrated use of hazard identification and risk management processes
- Articulates why the SMS (Safety Management System) is there and how it operates
- Articulates reasons for SOP's
- Does not take shortcuts that expose people and themselves to risk
- First Aid knowledge

Planning and Organising

- Demonstrates an understanding of the operational issues of crew management
- Assigns tasks and subsequent resources required
- Schedules and plans crew tasks
- Equipment sourcing and restrictions are applied when required
- Ability to manage leave requests
- Requisition
- Utilises systems and tools
- Ability to apply strategic thinking

Leadership Behaviours and Practices

Organisational Culture

- Best Practice focus
- Demonstrates safety behaviour
- Prioritises Hazard Identification
- Strives towards Developmental Learning Environment
- Practices aligned to organisational culture
- Supports Superintendent

Coaching & Mentoring

- Clarifies expected behaviours and explains and demonstrates by providing instruction and positive modeling
- Provides feedback and reinforcement
- Establishes good interpersonal relationships

People Management

- Manages the teams and individual skills effectively
- Ensures Team Motivation and Engagement
- Manages interpersonal and inter-group conflict
- Contributed to building high performing teams
- Assesses and manages performance
- Empowers others to reach goals
- Manages problem employees
- Gives regular feedback on performance and individuals
- Links team development with business strategies
- Conducts Performance Appraisals
- Delegates responsibilities
- Shares appropriate responsibilities

Leads and Develops Teams

- Positively works within a team environment
- Meets output targets
- Shares important and relevant information
- Delegates appropriately
- Contributes to team success
- Works with the strengths of the team
- Consistency of decision making
- Job performance vs popularity
- Objective problem solving
- Sets and monitors team goals
- Fosters collaboration
- Rewards team for accomplishments

Decision Making

- Generates alternatives and commits to appropriate actions
- Includes others in decision making process
- Identifies, compares, contrasts and combines information to determine underlying issues
- Performs data analysis and develops/considers alternatives
- Ability to say "no"
- Able to make the tough decisions
- Steps up and separates from the crew (not one of the boys)
- Takes ownership of theirs and the companies decisions

Promotes and Implements change

- Prepares for change
- Prepares for resistance to change
- Monitors effectiveness of change
- Creates a clear view of the future that helps others see the vision
- Compels action by conveying vision

Self Management

- Maintains Work Priorities
- Coordinates Duties
- Uses Time Efficiently
- Self Evaluation - reflective practices
- Manages change with individual team members
- Accepts responsibility for own decisions and actions
- Seeks guidance and advice

Implements Improvement

- Collaboratively identifies improvement goals
- Monitors effectiveness of new work practices
- Identifies and implements ways to improve quality and production and operational efficiencies
- Ensures changes are explained, creates a culture of improvement

1. Personal and Interpersonal Skills

Skills Sets	Stage 1 – Leading Hand		Stage 2 – Supervisor	
	Skills Training	Coaching	Skills Training	Coaching
Win- Win Communication	<ul style="list-style-type: none"> ▪ Outcome orientated communication 			<ul style="list-style-type: none"> ▪ Adapts communication and negotiation styles to people and objectives
Adaptability	<ul style="list-style-type: none"> ▪ Change management <ul style="list-style-type: none"> ▪ What it means to the business 	<ul style="list-style-type: none"> ▪ Ability to respond under pressure 	<ul style="list-style-type: none"> ▪ Change management <ul style="list-style-type: none"> ▪ Flexibility to implement change in plans 	<ul style="list-style-type: none"> ▪ Ability to work under pressure
Workplace Communication	<ul style="list-style-type: none"> ▪ Communication techniques ▪ Industry aligned competencies ▪ Interpersonal relationships ▪ Engaging with different audiences ▪ Writing to the needs of the audience ▪ EEO (optional) ▪ Providing feedback 	<ul style="list-style-type: none"> ▪ Establishing interpersonal relationships ▪ Engaging with different audience ▪ Providing feedback 	<ul style="list-style-type: none"> ▪ Hazard and incident report writing (optional) ▪ Feedback issues to management ▪ Performance appraisals, leading meetings and toolbox talks ▪ Maintaining audience attention ▪ Checking for understanding ▪ Gains commitment 	<ul style="list-style-type: none"> ▪ Leading meetings and toolbox talks ▪ Shares important information with team ▪ Speaks with authority ▪ Gains commitment

Skill Sets Main Heading	Skill Sets Sub Heading	Attributes					
		Determination to achieve	Motivational Fit	Teamwork	Operational Crew Management	Engagement Skills	Health & Safety Awareness
Personal and Interpersonal Skills	Win-Win Communication			X	X	X	
	Adaptability	X	X		X		
	Workplace Communication			X	X	X	
	Conflict Management			X	X		
	Natural Strengths	X	X	X	X	X	
Technical, Professional and Operational Knowledge	Technical Knowledge				X		X
	Industry Experience		X		X		X
	Productivity Management	X			X		
	Safety Awareness		X		X		X
	Planning and Organising	X			X		
Leadership Behaviours and Practices	Organisational Culture		X				X
	Coaching			X		X	
	People Management		X	X	X	X	
	Leads and Develops Teams	X	X	X	X	X	X
	Decision Making	X	X		X		X
	Promotes and Implements Change	X	X	X	X		
	Self Management	X				X	X
	Implements Improvements	X	X	X	X		

Attribute 4

Operational Crew Management

Definition

Ability to plan, manage and achieve crew performance in line with production and safety targets

Will:

- Proactively plan for and scope work to be undertaken
- Manage crew rosters and skills to achieve target outcome
- Take action in solving problems while exhibiting judgement and a realistic understanding of the issues

Aligned Skill Sets

• *Personal & Interpersonal Skills*

- Win-win communication
- Adaptability
- Workplace communication
- Conflict management
- Natural strengths

• *Technical, Professional & Operational Knowledge*

- Technical knowledge
- Industry knowledge
- Productivity management
- Safety awareness
- Planning & organising

• *Leadership Behaviour & Practices*

- People management
- Leads & develops teams
- Decision making
- Promotes & Implements change
- Implements improvements
- Knee jerk reactions to problems
- Fails to spot cause and effect relationships
- Lacks concern for deadlines
- Poor matching of work teams for jobs
- Failure to provide adequate pre-start information/ supervision

Attribute Performance Levels

1. *Ability to plan and manage a crew*

- Plans for work before work begins
- Shows evidence of problem solving ability
- Will take advice from coaches
- Understands the realities and situations of a task
- Shows concern for all aspects of the job
- Double checks accuracy of work undertaken
- Maintaining watchfulness over a period of time

2. *Understands how effective crews perform*

- Ensures adequate crew levels for task to be undertaken
- Takes an active role in decision making processes
- Ability to foresee and react to problems as they emerge through anticipating obstacles
- Anticipates the consequences of different courses of action
- Will seek advice from coaches
- Set priorities to match production demands

3. *Displays best practice and flexibility in achieving crew performance*

- Can lead the crew when change in a plan is imminent
- Monitors progress of a project against milestones or deadlines
- Accurately checks processes and tasks
- Develops and uses systems to organise and track information and improve quality
- Analyses situations logically and plans for a course of action
- Anticipates business impact of various plans and actions
- Recognises cause and effect relationships
- *Development required when:*
 - Planning to take risks that outweigh benefits
 - Failure to plan in adequate opportunity for rest periods in heavy /difficult conditions
 - Assigning an excessive workload/ tasks for shift crew

Supervisor Start of Shift

Expectations	Generic Technical Content
1. ASSESS CREWS FITNESS FOR WORK	<ul style="list-style-type: none"> ▪ Fatigue Management <ul style="list-style-type: none"> ▪ Ensure drug and alcohol testing takes place if required
1. PRE-START MEETING	<ul style="list-style-type: none"> ▪ Communicate previous incidents and actions ▪ Discuss safety concerns ▪ Delegate tasks to appropriate persons ▪ Deliver work site procedures and work instructions (SOP, WH&S, SWI) ▪ Set expectations for production rate ▪ Formulate a plan on how we can do this better ▪ Discussion on what is going wrong ▪ Gain understanding from employees on unusual tasks ▪ Discuss work area inspections ▪ Production statistics from previous shift

Supervisor Framework Launch

- **October 2009**
- **www.miskillscentre.com.au**