

### SUPERVISOR COMPETENCY

### ADVICE FOR IMPLEMENTERS

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, which can be downloaded for free at [http://ww2.enform.ca/safety\\_resources/publications/guidelinesandbestpractices/supervisorcompetency.aspx](http://ww2.enform.ca/safety_resources/publications/guidelinesandbestpractices/supervisorcompetency.aspx)

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.

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 behaviors 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.

#### Confirm Planned Operations

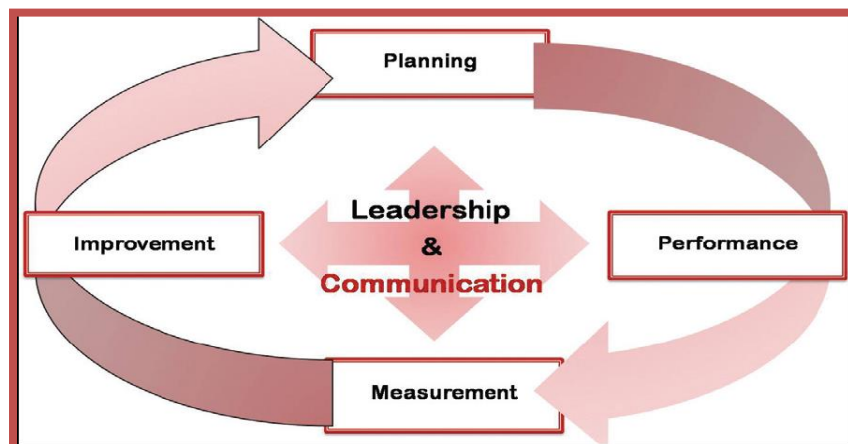
The guideline is written for:

- » 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.



### Commitment to Learning & 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 behaviors that support alternative ways of leading, managing and delivering value to stakeholders.

#### Who Wins from Supervisor Competency and how?

##### Companies:

Guiding supervisors to perform professionally translate 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.

The guideline will provide;

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 benchmark against.

##### 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

##### 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.