



Workplace Safety North

ROLE OF A SECOND-LINE SUPERVISOR

2015



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Workplace Safety North (WSN) is the health and safety association serving underground and surface mines, smelters, refineries and related sectors in Ontario. We provide auditing and consulting services, training and information to help our member companies meet our shared vision of an industry where every worker comes home safe and healthy, every day.

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Background

During 2014 the Safety and Loss Control Technical Advisory Committee zeroed in on a unique opportunity to identify and help the mining industry regarding the role of the second-line supervisor. The industry agreed that a key component of success is the identification and selection of competent supervisors with strong safety values. The role was described as “a linchpin for health and safety within an organization”.

Many discussions were held with the Safety and Loss Control Technical Advisory Committee and the group agreed to undertake the research and development of a tool or guide for industry to be used in the role of second-line supervisors. This guide is not exhaustive in nature, nor is it a training program or manual for prospective second-line supervisors. Rather this guide is intended to help the industry identify and select potential senior supervisors.

This guide is, in part, the result of a review of practices currently used in the mining sector. It is through this type of collaboration that the industry will achieve its mutual goal of zero harm and ensure all workers go home safe and healthy.

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Safety and Loss Control Technical Advisory Committee – 2015

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Introduction

Second-line supervisors establish a liaison for senior management and first-line supervisors as a foundation for a company. These supervisors are directly responsible for overseeing day-to-day production and operations, health and safety leadership, mentoring, and job performance of first-line supervisors and non-supervisory workers. As the management level closest to the first-line supervisor, they are literally in the middle between the demands of more senior managers and the needs, professional and personal, of the first-line supervisors. They must balance these demands and needs to safely, efficiently and productively manage a team, supervisor or workgroup. Because of this, second-line supervisors should be considered pivotal leadership positions, and the selection of new second-line supervisors should be regarded as a critical task to be undertaken by human resources departments and management responsible for the hiring and development of these second-line supervisors.

In some companies second-line supervisors are selected because their popularity is misconstrued as leadership. In these cases, they may lack competency in key areas – health and safety, communications, mentoring, and problem-solving for example – that are vital to success as a second-line supervisor. These deficiencies impair the second-line supervisory performance, and consequently, limit the achievement of the teams they lead and the success of the overall operation.

Identifying the role of the second-line supervisor with all the required key competencies or with the potential to develop all the key competencies to succeed as second-line supervisors, will ensure that operational targets will be met; that the vision and direction of senior management becomes a reality; and that the health and safety needs of the company, supervisors and workers are adequately met.

Legislative Requirements

The Ontario Occupational Health and Safety Act (OHS-Act) and Regulation 854 – Mines and Mining Plants detail numerous duties and responsibilities for supervisors to fulfill. The legislation also imposes standards in the selection of new supervisors.

The OHS-Act defines ‘supervisor’ in Section 1 (1):

“supervisor” means a person who has charge of a workplace or authority over a worker;

The OHS-Act sets a standard for supervisors in Section 25 (2) (c):

when appointing a supervisor, appoint a competent person;

And the OHS, Act defines that standard in Section 1 (1):

“competent person” means a person who,

- (a) is qualified because of knowledge, training and experience to organize the work and its performance,
- (b) is familiar with this Act and the regulations that apply to the work, and
- (c) has knowledge of any potential or actual danger to health or safety in the workplace;

Regulation 854 adds only one specific requirement for a supervisor in Part 1 Section 10:

A supervisor, deck attendant, shaft conveyance attendant or mine hoist operator shall be capable of communicating effectively in the English language.

As noted, both the Act and the Regulations detail numerous duties and responsibilities for which supervisors must be competent to fulfill. The most significant responsibilities second-line supervisors must be competent to fulfill are those which fall under the OHS-Act (Internal Responsibility System), The Duties of Supervisor and Additional Duties of Supervisor.

Section 27 (1):

A supervisor shall ensure that a worker,

- (a) works in the manner and with the protective devices, measures and procedures required by this Act and the regulations; and
- (b) uses or wears the equipment, protective devices or clothing that the worker’s employer requires to be used or worn.

Section 27 (2):

Without limiting the duty imposed by subsection (1), a supervisor shall,

- (a) advise a worker of the existence of any potential or actual danger to the health or safety of the worker of which the supervisor is aware;
- (b) where so prescribed, provide a worker with written instructions as to the measures and procedures to be taken for protection of the worker; and
- (c) take every precaution reasonable in the circumstances for the protection of a worker.

The Role of a Second-line Supervisor

To fulfill legislative requirements, a second-line supervisor must:

- Be knowledgeable about the company health and safety policy and program
- Be knowledgeable about the work
- Be able to communicate effectively in English
- Be familiar with the OHS-Act and all applicable Regulations
- Be able to communicate in writing
- Be able to organize and coordinate tasks
- Be able to motivate, lead, train and mentor supervisors and non-supervisory workers
- Be able to identify and convey hazards in the workplace
- Promote safe work to attain productivity
- Be knowledgeable in Permits and non-routine hazardous tasks and confined space

Additionally, competent and effective second-line supervisors must:

- Have the ability to problem solve in short time
- Develop and maintain effective teams
- Work cooperatively
- Solve problems
- Allocate manpower and machinery
- Be trained in middle management Risk Assessment
- Be trained in Mine Design and Mine Planning
- Manage and administer information
- Be trained in Mine Rescue Management
- Have the ability to achieve and maintain safety and production targets

Second-line Supervisor Guide

There is no consistent identification and selection process for second-line supervisors in the mining industry. Each mining company is different and therefore requires the latitude to implement its own process that reflects its culture, size, unique needs and other factors such as long-range planning with manpower and equipment resources to do so. Similarly there is no one-size-fits-all process for the identification and selection of all supervisors within a company or within an operation. Key skills and competencies for second-line supervision will generally vary due to the specialized nature and production demands of each part of a mining operation.

Therefore, this role guide is not intended to replace existing second-line supervisor identification and selection processes, but to complement those processes with attention to health and safety considerations, and to provide the basis of a process to identify and select potential second-line supervisors for companies that have no existing process.

In general, the following criteria are considered important for a competent supervisor in the mining industry. The criteria, however, may not be all-inclusive of the criteria required by a particular company or for a particular supervisory role. The criteria should be adapted to suit the specific needs of both.

The role guide establishes key “Criteria” which should be considered in identifying second-line supervisors, as well as important “Attributes”. To clarify what the Criteria and Attribute mean, a “Definition” is provided. Candidates for second-line supervisory positions should be classified as “Currently Possesses” or “Potential to Possess”.

Candidates with the most “Currently Possesses” should be considered attractive candidates and their development should be encouraged, planned and monitored with a view to advancement. Candidates with only a few “Currently Possesses”, but otherwise considered with the “Potential to Possess” should be considered potential future candidates in need of further support and development.

Should a candidate be considered not to possess or have the “Potential to Possess” a particular criteria or attribute, they should not be considered candidates.

Health & Safety Knowledge/Performance				
Criteria	Attribute	Definition	Candidate	
			Currently Possesses	Potential to Possess
Health & Safety Records	Positive	<ul style="list-style-type: none"> • Demonstrate awareness of the importance of Health and Safety • Consistently ensure safe work • Safe work record • Review and sign all company log books under their authority 		
Internal Responsibility System (IRS)	Awareness	<ul style="list-style-type: none"> • Identify and control hazards within their authority • Report hazards to supervisor • Familiar with the Emergency Preparedness Plan • Respond to all issues and/or concerns raised regarding the IRS 		
Involvement	First Aid	<ul style="list-style-type: none"> • Possess First Aid Certificate (Emergency or higher) 		
	Mine Rescue	<ul style="list-style-type: none"> • Actively participate in mine rescue emergencies and exercises • Trained in Mine Rescue Management 		
	JHSC	<ul style="list-style-type: none"> • Actively participate with the JHSC 		
Risk Assessment (Management Level)	Effectively	<ul style="list-style-type: none"> • Identify hazards in the workplace • Assess the risk • Control or recommend controls • Evaluate the effectiveness of the controls 		
Legislated Requirements	Competent in:	<ul style="list-style-type: none"> • OHS Act and applicable Regulations • Guidelines • Code and best practices • Company policies and procedures • Leader in IRS 		

Technical Skills/Knowledge				
Criteria	Attribute	Definition	Candidate	
			Currently Possesses	Potential to Possess
Knowledgeable About the Work to be Supervised	Capable Worker	<ul style="list-style-type: none"> Ability to recognize hazards in their workplace 		
	Basic Common Core	<ul style="list-style-type: none"> Successfully completed all mandatory modules 		
	Supervisory Common Core	<ul style="list-style-type: none"> Successfully completed all mandatory modules Knowledge of all specialty modules under their direction 		
	Experience	<ul style="list-style-type: none"> Thoroughly knowledgeable about the work to be supervised 		
Learning Skills	Self-awareness	<ul style="list-style-type: none"> Demonstrate awareness of personal limitations Seek information/assistance when necessary Share experience/expertise with others 		
	Time Management	<ul style="list-style-type: none"> Ability to direct workforce Coach and mentor supervisors Allocate resources effectively and productively 		
	Attitude	<ul style="list-style-type: none"> Positive and proactive Model for co-workers Willingly accept responsibility 		
	Respect	<ul style="list-style-type: none"> Interact respectfully with co-workers Interact respectfully with supervisors/managers Use appropriate language 		
	Discipline	<ul style="list-style-type: none"> Ensure all legislated requirements as well as company policies and procedures are being followed 		
Inspections and Observations	Perform and Mentor	<ul style="list-style-type: none"> Participate in audits, observations and inspections Incident Investigations Planned Inspections and Job Observations Mentor supervisors 		

Communications & Interpersonal Skills				
Criteria	Attribute	Definition	Candidate	
			Currently Possesses	Potential to Possess
Communication	Verbal	<ul style="list-style-type: none"> Ability to clearly communicate/demonstrate instructions and information through verbal (oral) expression 		
	Oral	<ul style="list-style-type: none"> Ability to understand verbal (oral) instructions and information 		
	Written	<ul style="list-style-type: none"> Ability to clearly communicate instruction and information through written expression 		
	Literacy	<ul style="list-style-type: none"> Ability to understand written instructions and information 		
Electronic/Digital	Computers	<ul style="list-style-type: none"> Full understanding and ability to communicate digitally 		
Interpersonal	Teamwork	<ul style="list-style-type: none"> Ability to work in a group of co-workers 		
	Leadership	<ul style="list-style-type: none"> To lead by example Ability to lead a group of co-workers Ability to motivate co-worker(s) Ability to respond to sensitive issues (EAP, Violence and Harassment, alcohol and drugs) 		
	Coaching/ Mentoring	<ul style="list-style-type: none"> Ability to transfer knowledge to co-worker(s) 		
	Empathy	<ul style="list-style-type: none"> Ability to recognize emotions being experienced by co-worker(s) Ability to respond appropriately to emotions being experienced by co-worker(s) 		
	Respected	<ul style="list-style-type: none"> Treated with respect by co-workers Treated with respect by supervisors/managers 		
	Trust	<ul style="list-style-type: none"> Act in a trustworthy manner Fulfill responsibilities Appear to be trusted by others 		
	Resiliency	<ul style="list-style-type: none"> Ability to react professionally to criticism Ability to provide constructive criticism 		

Management/Administrative Skills				
Criteria	Attribute	Definition	Candidate	
			Currently Possesses	Potential to Possess
Computer	Familiarity	<ul style="list-style-type: none"> • Demonstrate knowledge sufficient to competently fulfill specific needs for current position 		
Organization/ Planning	Competency	<ul style="list-style-type: none"> • Ability to analyze situation • Ability to identify goal • Ability to identify possible courses of action • Ability to evaluate & select appropriate course • Ability to apply plan 		
Implementation	Competency	<ul style="list-style-type: none"> • Ability to follow plan(s) as directed • Ability to meet deadlines • Ability to achieve the required results 		
Problem-solving Skills	Competency	<ul style="list-style-type: none"> • Ability to identify & define problems • Ability to generate possible solutions • Ability to evaluate & select appropriate solution • Ability to implement solution 		
Record-keeping	Competency	<ul style="list-style-type: none"> • Keep required logs and documentation: <ul style="list-style-type: none"> ○ Current ○ In a clear, understandable fashion ○ In an appropriate location ○ According to company policies & procedures 		

Appendix A: Duties of a Second-Line Supervisor Checklist

Note: Although this checklist is non-exhaustive it may be used as a guide to help companies ensure a consistent approach.

Second-line Supervisory Candidate:	Present Occupation:	Date:
Position Assessing:		
Interview Team\Titles:		HR:

STEP	IDENTIFIABLES	NEEDS TO IMPROVE	ACCEPTABLE	NOTES (Attached)
1	Understand the legal roles and responsibilities			
2	Understand corporate structure			
3	Understand company (IRS)			
4	Know general OHS hazards and risks			
5	Know workplace hazards and controls to be supervised			
6	Understand workplace risk assessment and controls			
7	Knowledgeable in corporate Emergency Preparedness Plan			
8	Understand Incident Investigation			
9	Can conduct workplace inspections			
10	Understand and can explain the Five-point Safety System			
11	Possess auditing ability			
12	Possess training leadership skills			
13	Can perform Job Task Observation			

14	Possess very good communication skills: <ul style="list-style-type: none"> • Verbal in groups • Verbal one-on-one • Written general • Written procedures • Active listening • Conflict resolution 			
15	Motivation and discipline skills			
16	Ability to recognize troubled supervisors and workers			
17	Practice and lead off-the-job safety			
18	Ability to problem solve on the spot (articulation)			
19	First aid as required			
20	Understand: <ul style="list-style-type: none"> • WHMIS 2015/Chemicals/Symbols Reg. 860 • Reg. 1101 WSIB First Aid • OHS Act & Reg. 854 • Industrial Hygiene • Medical Surveillance • Hazardous Materials • Confined Space Reg. 632/05 • Harassment/Violence (Working At Heights) • Construction Reg. 213 (26) • Fall Protection 			
21	Report up and down			
22	Work with the JHSC			
23	Mentor, motivate and coach front-line supervisors and workers			
24	Perform Performance Reviews with all front-line supervisors			
25	Maintain and manage production budgets			
26	Ability to effectively allocate and prioritize resources			
27	Ability to effectively allocate and prioritize machinery			