

Selection

Persons identified to possibly undertake a supervisory role will need to be multi-skilled and, as a minimum, will require excellent levels of organisational skills coupled with effective communication, professionalism, self-discipline, punctuality and a consistent mind-set of adherence to policy and procedures. These skills and moral traits are viewed as being essential to the role and a fundamental requirement to effectively function within all levels of the business as and where required.

The importance of the role of supervisor is the ability to liaise and manage effectively as part of a team. This will see defined goals, targets, objectives and compliance being managed in full, from which the supervisor can feedback to senior management a true picture of the activity status.

A fundamental requirement of an effective supervisor is to also ensure all workplace activities are undertaken in a consistent way and in keeping within legal compliance and company standards. This would be achieved by implementing a robust monitoring regime which is recorded and retained, being a key element of claims risk resilience.

Therefore, an organisation's approach which is consistent in measuring and reviews, set against set deliverables such as established safe system of work and accompanying task specific risk assessment/method statements is crucial.

These critical messages must be delivered in a confident and concise manner, whilst in a delivery format which is readily acceptable and tailored to the target audience.

Supervisors must have the ability to oversee the daily performance of their team(s), activity dynamics and workplace undertakings. The supervisor should also be capable of managing a wide range of people e.g., team/task members, contractors, periodic visitors' from both the client and or external authorities and members of the public etc.

Supervisors must be able to recognise abilities in others and in doing so appoint and manage according to individual limitations and/or strengths. This is also a critical element of the supervisor's role in identifying team members for onward development.

These attributes will also allow the supervisor to issue and accept 'challenge' within the role, which they will see as an opportunity rather than a threat. This is pertinent and requires a degree of sensitivity, as an individual may bring an issue to a supervisor which on the face of it may appear trivial compared to other issues, but to the person presenting the issue it is very important. Therefore, a consistent, empathetic, and professional approach must be at the forefront of a supervisor's skill set.

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Taking these characteristics into consideration, for organisations who are recruiting and appointing an individual into a supervisory position it is imperative that they look beyond their technical ability and focus on their attitude and behaviours to effectively carry out the role.

The table below summarises the key qualities of a supervisor:

	Requirements
Leadership qualities	<ul style="list-style-type: none">> Supportive to subordinates, senior management, and contractors.> The ability to lead by example, this can be demonstrated through both their behaviour coupled with the language they use during conversations or when instructing front line staff.> The ability to enable and empower other people to strive for high working standards whilst encompassing safety requirements.> Demonstrate confidence when making decisions.> Praising staff in a style that is complementary to the recipient.
Communication	<ul style="list-style-type: none">> The ability to interact, listen, and engage with various types of people. Confident speaker about SHEQ issues.> Communicate in various styles, whilst involving front line and senior management in discussions about safety issues (safe and unsafe issues).> Interpersonal influence: the ability to influence through the communication and persuasion rather than domination.> Create high levels of psychological safety wherein staff are empowered and comfortable to talk without fear and consequences.
Personality traits	<ul style="list-style-type: none">> Comfortable in high pressure situations.> Making quick and correct decisions when under pressure.> Conscientiousness.> Charismatic and inspirational – both styles can be used to motivate staff and build relationships.

QBE European Operations

30 Fenchurch Street
London EC3M 3BD
tel +44 (0)20 7105 4000
QBEeurope.com



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