

## Supervisor development

### Background

Supervisors are integral to delivering our key imperatives – Safety, Customer, Delivery. A recent survey of the Highways England supply chain found that the capability of our Supervisors, and the investment made in developing this population, varies greatly. There is an opportunity to collectively raise both the technical competency and leadership skills at all levels across the sector. Guidance and a common approach is required, that allows organisations the ability to create a structure, that suits their own requirements and specialised needs whilst setting minimum standards and stretching goals to achieve continual improvement.

### Vision

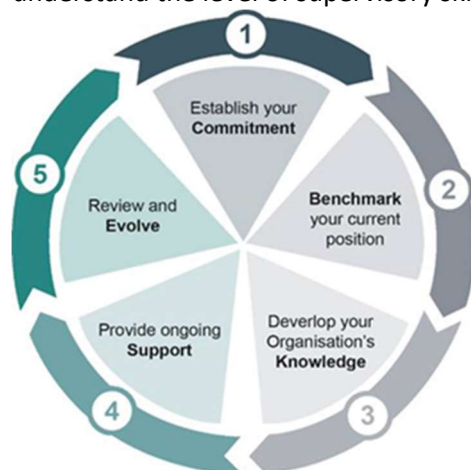
Our overarching aim is to raise and create a minimum standard of supervision, ensuring our supervisors are competent, capable, and fit for the present and future.

1. To develop our existing and next generation of supervisors to expand the current level of knowledge and skills, especially around non-technical elements.
2. To build a pipeline of supervisors to enable continued personal and business growth.
3. To help individuals in supervisory positions to keep up to date with industry best practice and expectations through regular updates and continuous development.
4. To use learning initiatives to challenge the current thinking and promote growth.
5. To underpin the current level of knowledge and skills within the supervisory population and enable successors to be identified.
6. To identify potential talent for future roles, build progressive careers in the highways sector and improve the attractiveness of the sector.

### Principles of Approach to be Adopted

As a supplier community we have agreed to adopt the following approach as a common standard towards supervisor development.

1. **Establish an organisational commitment** to developing your companies’ supervisors and understand the level of supervisory skills and competence needed.



**Level 1.** A person who works within one team /gang directly controlling a small operation step by step – foreman, chargehand, ganger, or junior supervisor

**Level 2.** A person who oversees the work of a larger team or more than one team and whose role encompasses a degree of coordination and management on a medium sized site, including specialist sub-contractor supervisor.

**Level 3.** A person who oversees a project or a section of a large project and has responsibility for planning the work in that section. The controlling mind on a large complex shift involving multi trades.

2. **Benchmark your current position** of supervision skills and improvement needs by conducting and documenting a yearly skill gaps analysis of existing supervisory populations to establish areas of focus. Each level of supervision will be assessed against a minimum criterion, the softer skills necessary to successfully interact with the modern working population will be given as much emphasis as traditional supervisory skills. During your interaction with your established workers, it is expected that you will discuss the potential of them becoming supervisors in the future, so the necessary decisions and investment can be made in preparing them for the role.

Skills required	Supervisor Level 1.	Supervisor Level 2.	Supervisor Level 3.
Health Safety Qualification	SSSTS or equivalent + competence card	SSSTS or equivalent + competence card	SMSTS or equivalent + competence card
Safety systems	Competent	Expert	Expert
Communication skills	Competent	Competent	Expert
Briefing quality	Competent	Competent	Competent
Risk awareness	Competent	Expert	Expert
Quality and delivery	Competent	Expert	Expert
Sustainability and environment	Competent	Competent	Competent
Inclusive leadership	Competent	Competent	Competent
Response to incident	Competent	Competent	Competent
Planning skills	Aware	Competent	Expert
Mentorship of team	Aware	Competent	Competent
Commercial awareness	Aware	Competent	Expert
Mental wellbeing	Aware	Aware	Aware
Manage team performance	Aware	Competent	Expert
Reporting systems	Aware	Aware	Aware
Developing self and others	Aware	Aware	Competent
Customer and stakeholder relations	Aware	Aware	Competent

Skills shown in red are the core minimum skills that all competent supervisors are required to meet.

3. **Develop your organisations knowledge**, you will be expected to demonstrate training solutions that align with the goals outlined in this document. A resource will be made available with outline training plans and example training content that can help you focus on the areas of training your supervisors need.

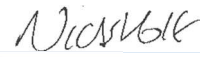


4. You will **provide ongoing support for your supervisors**, by addressing the areas of improvement identified in the skills gap analysis, it is expected that you will continually upskill your supervisors through training or mentorship using the training content or pathways detailed in the associated Raising the Bar. You will allow the time needed for training and mentorship, by releasing people from their normal duties for a period sufficient to address the needs identified.

5. **Review and Evolve** your supervisory strength and develop a succession pipeline of suitable candidates for future posts. You will use the Maturity Framework that can be found in the Raising the Bar guidance to measure your position, track your progression, and create a continuous improvement culture within your organisation.

### Additional Documentation/Detailed Guidance

All current Raising the Bar documents and training suggestions are available at the following location: <https://www.highwaysafetyhub.com/supervision.html>

### Document Approval Record

	Name	Signed	Dated
Working Group Chair	Nick Holt		13.08.21
SCSLG Chair	Phil Clifton		01.09.21
HE Sponsor	Mark Byard		31.08.21