

Supervisor Training Procedure

January 2023

Purpose

IPS★ITCS acknowledges the Supervisory level of the organization as key to success of projected business growth. To support planned growth a trained and competent pool of Supervisors and pending Supervisors is required. This pool would enable the business to deploy teams to projects/jobs with reduced risk to commercial and HSE interests.

An earlier Supervisor Training Program was implemented in 2017 which stalled and required review and re-implementation.

As there is very close alignment between the Supervisor Program and the Management Trainee Program, both will have access to the same and similar training components. This ensures a cost-effective training delivery and a strong leadership skills alignment.

We selected the training provider to ensure that the training modules can include IPS specific content. Our procedures and systems will be used for this.

Nomination and Selection

Individual participation in the Supervisor Development Program will be initiated by a nomination from that person's Supervisor/Manager and will be based on meeting specified selection criteria. This process will usually be managed through the IPS★ITCS Performance Management System (PMS).

If an individual does not meet the selection criteria and they are considered to be a potential participant in the program the gaps in meeting the criteria are to be managed through the PMS.

Successful participation in the program is dependent on the participant and their manager's commitment i.e., it is important for the manager involved to ensure they discuss all aspects of an individual's participation in the program with them on a regular basis, ensure the program objectives are being achieved and enabling the participant's work schedule to accommodate their release for attending the formal training components of the program.

The Selection criteria will be based on:

- Performance
- Leadership Potential
- Team Member/Leader skills
- Problem solving skills/intelligence
- Previous commitment to address development needs

(Selection criteria to be further discussed and agreed)

Formal Training/Development Component

The proposed program is as follows:

Phase 1 – Base line supervisory specific skills and a common language for all IPS★ITCS current and potential supervisors.

Phase 2 – Additional Supervisory skills. Training focused on achieving the agreed competencies required for all IPS★ITCS Supervisors as reflected in the position description for this role.

Phase 3 – Individual development and learning programs linked to the IPS★ITCS performance management process aimed at developing participants in their areas of identified development needs and capitalising on their strengths. Phase 3 will require participants to be somewhat self-directed although there will be the continuing support of the participant's manager and the internal resources of IPS★ITCS.

The three phases will **not** be chronological and scheduling of programs in different phases should not holdup progress through the program.

Phase 1 – Supervisor Training

The Supervisor Training component will be via the Proteus Impact Leadership Training Course. This course consists of the following units delivered, generally, in two three-day blocks or three two-day blocks:

- Manage People Performance
- Manager Personal Work Priorities and Professional Development
- Ensure Team Effectiveness
- Facilitate Continuous Improvement
- Manage Performance Management Systems
- Recruit, Select and Induct Staff
- Manage Risk

This certificate course can be converted to a Diploma through self-directed online studies following on from attendance at the face-to-face training. This program uses IPS★ITCS procedures and systems.

Base Line

Attendance of Leadership training is ideal prior to undertaking supervisor responsibilities but, if not possible, within six months of becoming a supervisor.

Cost: \$2,500 to \$3,500 per person

Phase 2 – Additional Supervisory Competencies

Supervisory competencies identified in the IPS★ITCS position description are as follows:

- IPS★ITCS Specific Supervision Skills/Competence
- Project Management Skills/Competence
- Supervisors HSE Responsibilities Knowledge/Understanding
- HSEQ Planning Skills/Competence
- Commercial Management Skills/Competence
- PC/Software Skills at Intermediate Level or agreed with Manager
- IPS★ITCS Specific Systems Knowledge
- LSI or similar participation and development of objectives developed to address areas for improvement and inclusion in their PMA

Training in all these areas form the basis of the Supervisor Development Program and participation in relevant training programs are to be incorporated with participant's performance management plans in consultation with their manager. Strong emphasis is on IPS★ITCS procedures and processes.

Phase 3 – Operational Training/Competencies

Attaining operational competence is also considered essential to a supervisor's understanding of their role. In the areas of LTC and projects these competencies are generally considered to be:

- Current Drivers Licence
- Defensive Driver Training
- Dangerous Goods for Supervisors
- Vacuum Truck Operation
- Basic Rigging
- MS Word Intermediate
- MS Excel Intermediate

(Operational Training/Competencies to be further discussed and agreed and will be subject to the needs of the area of work)

IPS★ITCS takes great pride in the training of our employees. One of the most complex trainings we provide is the "Inert Entry Technician" training course. This course runs four full weeks (160+ Hours) and is both classroom (Theoretical) and Hands-on (Practical). This extensive training was designed specifically for catalyst handling while working in inert atmospheres, yet at the same time, carefully developed to meet all the regulatory requirements and recommended practices to ensure the safety and well-being of our employees while performing this type of work. Industrial Performance Services certifies that each employee who executes the scope of work is sufficiently skilled to perform their required tasks. The "Inert Entry Technician" course covers the following subjects and follows the following regulations and/or recommended practices:

29 CFR 1910.95	Hearing Conservation (Noise Exposure Training)
29 CFR 1910.119	PSM Contractor Responsibilities Training**
29 CFR 1910.120(q)	HAZWOPER
29 CFR 1910.134(k)	Respiratory Protection Training and Information
29 CFR 1910.146(g)(1)-(4)	Permit-Required Confined Space Training
29 CFR 1910.146(k)(2)(ii)-(iv)	Permit-Required Confined Space Rescue Training
29 CFR 1910.146(k)(2)(iii)	First Aid/CPR Training for Rescuers
29 CFR 1910.147(c)(7)(i)	Lock-Out/Tag-Out Training and Communication
29 CFR 1910.252	Firewatch & Fire Prevention Training
29 CFR 1910.1020	Bloodborne Pathogens Training
29 CFR 1910.1200(h)	Haz-Com "Right-to-Know"
API 2217A SE, 9-97	Guidelines for work in Inert Confined Spaces in the Petroleum Industry
29 CFR 1910.1028(j)(3)(i)-(iii)	Benzene Safety Awareness
30 CFR 250.67 & ANSI Z390.1	H ₂ S Safety Awareness
29 CFR 1926.251	Rigging and Material Handling Safety Training
29 CFR 1926.451	Ladder Safety Training & IPS★ITCS Procedure
29 CFR 1926.503	Fall Protection Training & IPS★ITCS Procedure
IPS★ITCS	Inert Entry Operations Procedure (IEOP)
IPS★ITCS	Nitrogen Awareness

Costs

The estimated costs of the formal training components of the program will be captured by IPS★ITCS HR.

Phase 1 & 2 Formal training

Supervisor Training	\$3,500
Project Management Training	\$1,600
Supervisor's HSE Responsibilities	\$800
HSEQ Planning	\$800
Finance for Non-Finance Managers	\$1,400
Software Training	\$1,500
IPS★ITCS Supervisor RESP	\$1,000
LSI participation	TBA

Estimate	\$10,600+
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IPS★ITCS policies and Procedures for Supervisor Training:

HSEQ

Injury Management procedure
Incident Investigation procedure
BBO procedure
Auditing procedure
Quality Management procedure

HR

Performance Management Procedure
Training Procedure
Travel and Allowances Procedure
Fitness for Work procedure
Grievance procedure

IT/Admin

Mobil Desk App Training
JMS Training
Basic IPS★ITCS accounts training: reading ledgers and understanding project administration

Project Management

Project Management Procedure
IPS★ITCS Pricing Procedure
Project Readiness Checklist
Project Quality Plan, including ITP's

Revision History

Rev	Rev Date	Rev By	Approved By	Description
1.0	1.3.2022	Shayne Torrans	Shayne Torrans	Initial Procedure Document
1.1	11.23.2022	Shayne Torrans	Shayne Torrans	Format Revision

Approvals:

Procedure Owner

Print Name

Date

Signature

Competency Assessment

No.	Questionnaire	C/NYC
Q1		
A1		
Q2		
A2		
Q3		
A3		
Q4		
A4		
Q5		
A5		

Enclosed Attachments	
Risk Assessment	<input checked="" type="checkbox"/>
Environmental Aspect and Impact	<input checked="" type="checkbox"/>
Training and Competency	<input checked="" type="checkbox"/>
Measure and Evaluation Tools	<input checked="" type="checkbox"/>

Competency Checklist

To be filled out by Trainer and signed by Employee, Assessor and Supervisor before being returned to the HSEQT Manager for recording purposes.

Procedure	Competency	Date	Competent YES / NO	Employee Signature

(Please tick appropriate box)

This employee is competent in performing the job.

This employee has not attained the competency level.

*

* *If the employee has not attained all competency levels, the General Manager must assess the action to be taken, provide an extension of training or alternative action as listed below.*

Alternate action to be taken: _____

Signed By Employee: _____ Date: _____

Trainer: _____ Date: _____

Assessor:

Date:

Regional Manager:

Date:

Environmental Aspects and Impacts

Identified Environmental Aspects and Impacts

The following table is a summary of the likely environmental aspects and impacts that may be identified during site inspections. The significance of each impact needs to be assessed using the Risk Assessment Model.

Activity	Aspect	Impact
Purchasing & Administrative Work	Consumption of goods	Conservation of natural resources
	Consumption of energy (eg. Electrical equipment and facilities)	Release of greenhouse gases and atmospheric pollution; Consumption of natural resources; Habitat loss
	Generation of waste (eg. Paper)	Consumption of space for waste disposal; Habitat loss
Climate Control	Consumption of energy	Release of greenhouse gases and atmospheric pollution; Consumption of natural resources; Habitat loss
	Generation of noise	Disturbance to community; Habitat loss
Cleaning of – offices / vehicles	Storage, use and release of chemicals	Contamination of air, water or soil; Risk to human health
Transport (Fleet vehicles / staff travel)	Consumption of energy	Release of greenhouse gases and atmospheric pollution; Consumption of natural resources; Loss of habitat at all stages of generation; Light pollution
	Consumption of goods (eg. Oil)	Consumption of natural resources; Generation of waste; Habitat loss; Biodiversity impacts
	Generation of waste (eg. Oil)	Consumption of space for waste disposal; Potential contamination of water or soil; Habitat loss
	Exhaust emission	Release of greenhouse gases and atmospheric pollution
	Use of dangerous goods (eg. Batteries)	Potential contamination of air, water or soil; Risk to human health
	Generation of noise	Disturbance to community; Habitat degradation
Operations		

Activity	Aspect	Impact

Risk Assessment

Risk Assessment // insert name here

Step No: Logical sequence	Sequence of Basic Job Steps documented in the Procedure, Work Instruction and project plans. Break down Job into steps. Each step should be logical and accomplish a major task.	Potential Safety & Environmental Hazards/Impacts at the site of the Job Identify the actual and potential health and safety hazards and the environmental impacts associated with each step of the job.	Risk Rating Refer to the risk matrix or HSEQT.PRO. Risk Mgt	Recommended Corrective Action or Procedure <i>Determine the corrective actions necessary to reduce the risk to as low as reasonably practical (ALARP) refer to HSEQ.PRO.Risk Mgt. The risk must be reduced or controlled to ALARP before work commences.</i> Document who is responsible for implementing the controls to manage each hazard identified.	Risk Rating refer to the risk matrix or HSEQT.PRO.Risk Mgt
1.					
2.					
3.					
4.					
5.					

Audit

Process: insert// Procedure: Insert //			Date:	Audited by:
			Location of Audit:	Area Mgr/Supervisor:
Item	Question	Evidence Sited	Comments	Conformance Score 0,3,5
1.				
2.				
3.				
4.				
5.				
6.				
7.				
AUDITOR'S SIGNATURE:		CONFORMANCE SCORE: / 25		0 – Non-Conformance 3 – Continuous Improvement Opportunity 5 – Total Conformance
SAFETY REP'S SIGNATURE:		CONFORMANCE %:		