

First Level Supervisor Training Program

E-Learning Course Outline

Lesson 1 - Role of a Supervisor

Welcome
Course Overview
Course Objectives
How a Supervisor Affects Projects
Skills of a Supervisor

COMMUNICATION MODULE

Lesson 2 - Listen to Understand

Communication Introduction
Lesson Overview
Listening Benefits Video
Listening
Parts of a Message
Types of Listening
Active Listening
Listening Scenario
Listening Barriers
Asking Effective Questions
Effective Listening
Effective Listening Scenario
Lesson Summary
Lesson Test

Lesson 3 - Communicate Verbally and Non-verbally

Lesson Overview
Shared Understanding
Two Way Process Video
Two Way Process
Communication Interference
The Tell Assertive Style
Giving Instructions
The Ask Assertive Style
Non-verbal Communication
Non-verbal Factors
Managing Non-verbal Communication
Lesson Summary
Lesson Test

Lesson 4 - Write for the Reader

Lesson Overview
Plain Language
Thinking About the Message
Writing it Down
Putting it Together
Plain Language Tips: Recap

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Guidelines for Note Taking
Note Taking
Note Taking Activity
Types of Written Documents
Records
Reports: Progress
Reports: Work Performance Incidents
Lesson Summary
Lesson Test

Lesson 5 - Communicate across Cultures

Lesson Overview
Intercultural Communication
Intercultural Communication Requirements
Impact on Your Job
Strategies for Bridging a Communication Gap
Strategy 1: Know Yourself and Your Culture
Culture Scenario
Strategy 2: Shift Your Lens
Strategy 3: Do not Take Yes for an Answer
Strategy 4: Show vs. Tell
Strategy 5: Rephrase
Rephrase Activity
Strategy 6: Modify Speech
Strategy 6: Modify Speech (cont.)
Strategy 7: Use Sequence Markers
Sequence Markers
Strategy 8: Use Active Voice
Strategy 9: Avoid or Explain Idioms
Strategy 9 Activity
Strategy 10: Imagine Yourself in Their Shoes
Strategies Recap
Lesson Summary
Lesson Test

LEADING MODULE

Lesson 6 - Lead and Develop your Team

Leading Introduction
Lesson Overview
What is Leadership?
Transitioning from Tradesperson to Leader
Transitioning from Tradesperson to Leader Questionnaire
Leadership Styles
Leadership Style Influencers
Leadership Styles Activity
Working as a Team Video

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Leading a Work Team
Work Teams and Work Crews
Work Team Tips
Team Development
Team Development Techniques
How a Leader can Influence Team Behaviour
Lesson Summary
Lesson Test

Lesson 7 - Motivate your Team

Lesson Overview
Motivating Your Work Team Video
What is Motivation
External Motivating Factors
Internal Motivating Factors
Motivation Factors Activity
How to Motivate Your Team
Demotivators to Avoid
Demotivation to Motivation
Lesson Summary
Lesson Test

Lesson 8 - Mentor your Team

Lesson Overview
Mentoring Video
Mentorship
Role of Mentor
Mentorship Review
Preparing to Mentor
Ongoing Mentoring
Mentoring Issues
Giving Instruction or Directions
Orientation Sessions
Tell-Show-Do
Competencies
Learning Styles
Giving Feedback
Common Pitfalls with Feedback
Quality Improvement Activitiy
Lesson Summary
Lesson Test

Lesson 9 - Create a Respectful Workplace

Lesson Overview
What is Respect
Role Model of Respect
Canadian Human Rights Act

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A Respectful Workplace
Test your Human Rights Knowledge
Assessing the Workplace
Assessing the Workplace Activity
Principles of Respect
Shared Responsibilities
Professional Conduct
Violations of Respect
Recognize Harassment
Organizational and Workplace Factors
Impacts of Harassment
Addressing an Issue
Resolving an Issue
Resolving an Issue Activity
Lesson Summary
Lesson Test

Lesson 10 - Working in a Diverse Workplace

Lesson Overview
Multicultural Dynamics
Diversity in the Construction Industry
Leading a Diverse Team
Discrimination
Types of Discrimination
Age Differences and Communication
Prejudice and Stereotypes
Cultural Competency
Diversity in the Workplace
Strategies to Address a Prejudiced Speaker
Myths or Facts Activity
Lesson Summary
Lesson Test

Lesson 11 - Ethical Behaviour

Lesson Overview
What is 'Ethical Behaviour'?
Core Principles
Unethical Behaviour
Everyday Situations
Everyday Situations Examples
Lesson Summary
Lesson Test

Lesson 12 - Understand Sources of Conflict

Lesson Overview
Sources of Conflict
More Sources of Conflict

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Conflict Behaviours
How to Approach Conflict Behaviours
Typical Reactions to Conflict
Coping Strategies to Avoid Conflict
Understand the Situation
Lesson Summary
Lesson Test

Lesson 13 - Resolve Conflict

Lesson Overview
Conflict Resolution
Resolving Conflict Activity
Taking Action
Brainstorming
Lesson Summary
Lesson Test

PLANNING MODULE

Lesson 14 - Manage your Time

Planning Introduction
Lesson Overview
Time Management
Time Management Self-Evaluation
Develop Strategies
Time Management Tips
Organize your Day
Setting SMART Goals
Specific
Measurable
Achievable
Relevant
Time-bound
SMART Goal Activity
Prioritizing your Tasks
Managing Priorities Scenario
Effective Delegation Video
Delegating Work
Delegating vs Dumping
How to Delegate Work
Lesson Summary
Lesson Test

Lesson 15 - Plan and Organize your Work

Lesson Overview
Planning Video
Planning for your Team

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Planning Process
Engaging your Team in Work Plans
Tools and Resources for Planning
Lesson Summary
Lesson Test

Lesson 16 - Schedule the Work

Lesson Overview
Schedules
What is the Critical Path Method?
CPM Charts
Gantt Chart
More Schedules
Using Schedules for Planning
Planning and Scheduling Challenge
Lesson Summary
Lesson Test

MANAGING MODULE

Lesson 17 - Worksite Relationships

Managing Introduction
Lesson Overview
Worksite Relationships
Win-Win Relationships
Tips to Develop Win-Win Relationships
Relationship Focus in Supervision Activity
Client Service Principles
Building Client Relationships
Client Concerns
Subcontractors
Working with Subcontractors
Lesson Summary
Lesson Test

Lesson 18 - Productivity

Lesson Overview
Meaning of Productivity
Productivity Expectations
Factors that Contribute to Productivity
Work Time
Productivity and Safety
Supervisor's Delay Survey
The 1% Challenge
Productivity Through the Construction Process
Taking Action
Productivity Barriers and What You Can Do

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Improving Productivity Activity
Help your Team's Productivity Activity
Help your Team's Productivity Explanation
Importance of Productivity for Clients
Productivity video
Lesson Summary
Lesson Test

Lesson 19 - Maintain Quality

Lesson Overview
The Meaning of Quality Video
Importance of Quality for Clients
Factors that Impact Quality
Components of Quality
Achieving Quality
Standards and Codes for Measuring Quality
Tools for Managing Quality Video
Inspection and Test Plan
Types of Inspections
Controlling Documents
Quality Inspection Outcomes
Rework
Avoiding Rework
Strategies for Process Improvements
Lesson Summary
Lesson Test

Lesson 20 - Human Resources

Lesson Overview
Human Resource Strategies, Tools and Techniques Video
What is Human Resource Management
Tools for Managing Team
Performance Reviews
HR Management and the Law
Policy Management
How do I Manage Policy
Privacy
Social Media
Lesson Summary
Lesson Test

Lesson 21 - Corrective Action

Lesson Overview
Performance Management Video
Applying Corrective Action
Performance Challenges
Performance Issues Principles

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Supporting vs. Managing
Providing Support or Management
Can't vs. Won't Perform
Progressive Corrective Action Levels
Performance Corrective Action Levels Scenario
Performance Management Continuum
Discipline Line
Letters: Warnings
Disciplinary Meetings
Conducting Disciplinary Meetings
Conducting Disciplinary Meetings Activity
Lesson Summary
Lesson Test

Lesson 22 - Personal Challenges

Lesson Overview
Handling Personal Problems Video
Being Aware of Personal Challenges
Types of Personal Challenges
Additional Personal Challenges
Dealing with Personal Challenges
Addressing Challenges
Compassion
Compassion Tips
Mental Well-Being
Helpful Resources
Physical Well-Being
Lesson Summary
Lesson Test

Lesson 23 - Meetings

Lesson Overview
Participate in Meetings
Toolbox Talks
Give Effective Toolbox Talks
Parts of a Presentation
Lesson Summary
Lesson Test

SAFETY MODULE

Lesson 24 - Safety Prevention

Safety Introduction
Lesson Overview
Prevention
Due Diligence Video
Due Diligence

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Taking Reasonable and Due Care
Managing Risk
Due Diligence Actions
Due Diligence in Job Roles
Costs
Due Diligence and the Law
Supervisor's Role in Safety Video
Tasks
Legislation
Legislation: Workers' Rights
Corporate Culture
Safety Culture
Preventative Measures
Performing a Job Hazard Assessment
Field Level Hazard Assessment (FLHA)
Field Level Hazard Assessment Parts
Health and Safety Audits
Inspections Video
Safety Inspections
Types of Inspections
Your Role During Inspections
Conducting an Inspection
Lesson Summary
Lesson Test

Lesson 25 - Safety Incidents

Lesson Overview
Purpose of Investigations
Your Role
Responsibility to Report
Reporting Requirements
A Company's Obligations
Steps Following an Incident Scenario
Interviewing Witnesses
Determine Causes
Substandard Conditions: Activity
Examples of Unsafe Conditions
Categories of Causes
Incident Costs
Reports: Investigations
Recommendations
Lesson Summary
Lesson Test

Lesson 26 - Conclusion

Lesson Overview
Course Objectives

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Communication
Communication Review
Leading
Leading Review
Planning
Planning Review
Managing
Managing Review
Safety
Safety Review
Resources
Next Steps