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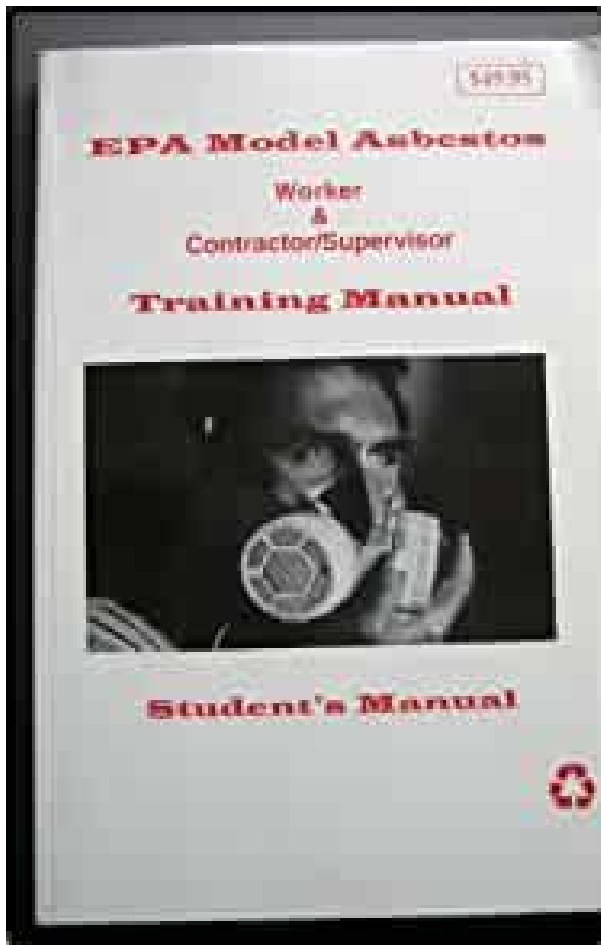
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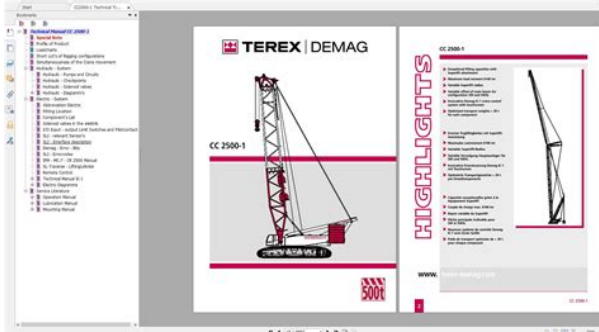
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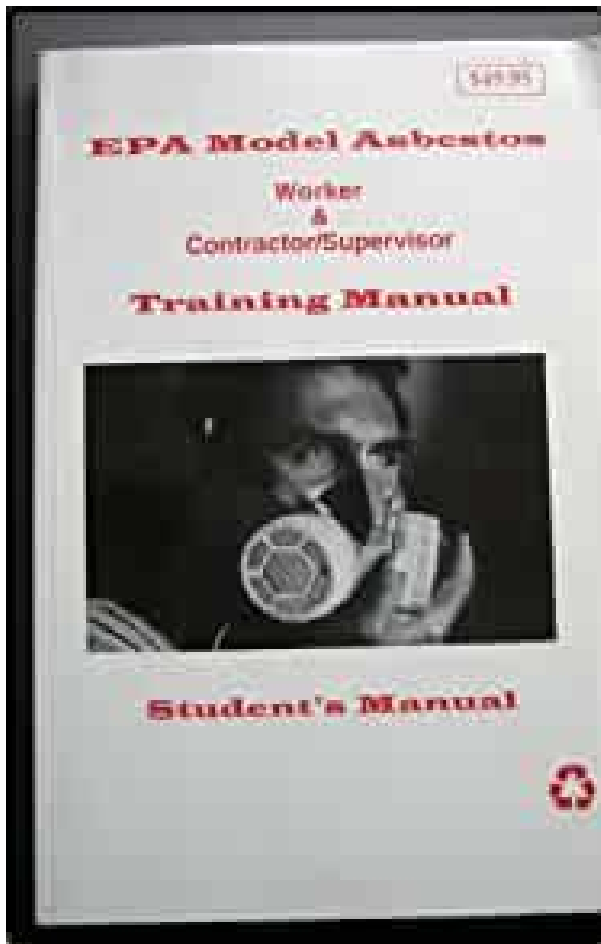
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successes and tackle these challenges. And while there are countless organizational benefits to training supervisors and managers, it is critical to consider the pitfalls of not training supervisors that can put your organization at greater risk.



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Oftentimes, we find that they aren't doing enough to support the employee in achieving their performance expectations or standards and not providing regular feedback, counseling, and coaching. Correctly documenting performance is commonly overlooked as well. Do supervisors and managers communicate these expectations to employees Do they understand its importance and how to prepare for and deliver a performance review Do they followup on insights obtained in these conversations Is there an imbalance of negative and positive feedback, and is this justified Do their words match their body language and tone of voice Do they understand where they excel and where they need to improve They may not have the proper set of skills to recognize conflict or know how to minimize negative conflict. It's not uncommon for supervisors and managers to avoid conflict altogether. As a result, unresolved conflict can potentially escalate into an atrisk employment situation. Consequently, that lack of understanding can lead to performance problems for the supervisor or manager. Do they understand its importance in driving results through others ERC now offers our leadership training online. Why Because supervisors and managers have to lead people AND policy. It is the art and science of supervising and managing, and it can be a tough balance to maintain. Being aware of one's own style, as well as being familiar with other styles, helps supervisors use their styles more effectively across different situations. Engage in roleplay or dialogue with the supervisor to help them practice their skills and identify opportunities for improvement. These responsibilities paired with the fact that many supervisors are illequipped to

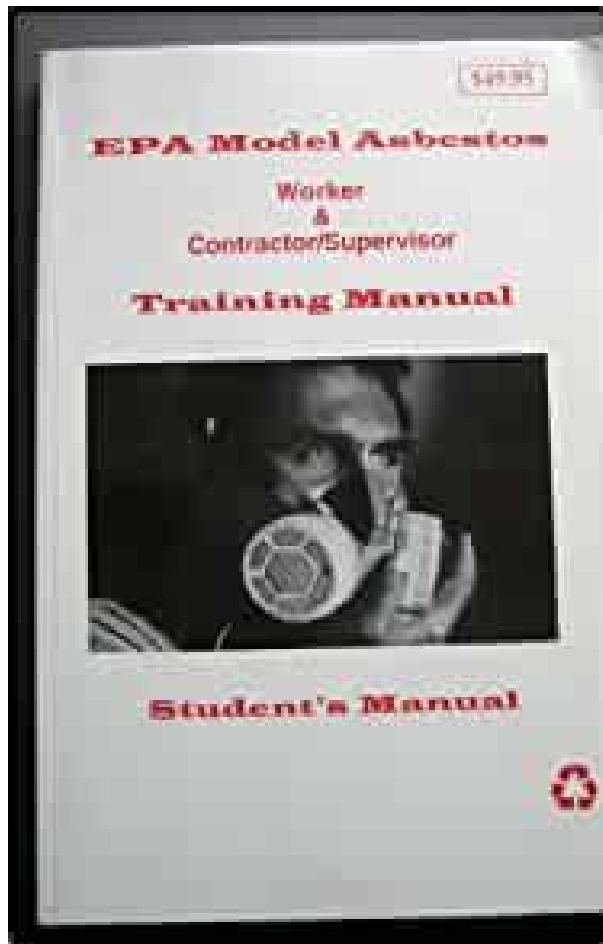
provide documented, regular, and constructive feedback, can make performance challenging. A supervisor may apply policies and rules to some employees but not others, or may disregard employment policies altogether.

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This type of behavior opens up potential liabilities and perceptions of bias or favoritism that may negatively affect the workplace. Whenever a change in policy occurs, be sure to make them aware. There are plenty of opportunities and challenges during this process, and it is the organization's role to ensure the transition goes as smoothly as possible. If another employee was up for the promotion, feelings may be hurt. Other employees may also react emotionally. Having the new supervisor or manager send an email on their own behalf stating they are "the boss" now may trigger issues in establishing their new authority. The Harvard Business Review notes that when an organization has a good process for addressing the transition, then people will formally acknowledge the new supervisor or manager as such. An announcement directly from the new supervisor or manager may come off as arrogant to their new employees whereas an email from upper management or HR may set the tone for a more formal relationship. Moving into a supervisory or management role for the first time can present more issues than just learning how to now manage friends or previous peers. A new supervisor or manager may struggle with delegation and micromanagement issues, communication issues, or learning how to develop, mentor, and empower others. Monica Burke and Aaron Hughey from Western Kentucky University report that new supervisors should get a mentor and that "having the benefit of the insights from someone who has been through a similar experience can be invaluable." If a supervisor lacks leadership skills, that supervisor may not be fully effective. A supervisor with leadership skills may develop a stronger, more accountable team. Setting up a supervisory training program for all supervisors in the organization to take advantage of could do wonders for the transition. New supervisors face these challenges and more.

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It is important for the Human Resources department to support and offer assistance during this transitional period. ERC now offers our leadership training online. It's important for HR to ensure this transition goes as smoothly as possible by properly equipping them with the skills they will need. Would you expect your new employee to learn by trial and error. Probably not. Similar to onboarding, the more you develop your employee in advance, the less redirection or "correction" they will need later. Review suggestions on transitioning employees to supervisors or managers. This will minimize common new supervisor and manager mistakes. These situations require difficult conversations. As soon as they start leading people, however, the uniqueness of their interpersonal style how they deal with conflict, their communication preferences, their personality, etc. become apparent. Better yet, create a library of these resources at your organization. This will also help your other managers in their ongoing management development. If you notice issues early on and correct them, its unlikely that they will escalate. Just because an employee is technically competent and proficient in their current position doesn't automatically mean that they will be successful in a supervisory or management role which demands that they achieve results through others. Hold your supervisors accountable for the things that matter most by building in accountabilities into your performance management process. It doesn't happen overnight or following a single training program. Supervisors and managers need to have internal resources as well as ongoing training and development to help them lead others successfully. Encourage them to meet with supervisors at least quarterly. As mentioned in the forward, too often, organizations promote employees to supervisory or managers positions without training them.

It should not be assumed that because an individual performed well in their past or current role that they will perform well in their new role. If you begin the training process early, however, supervisors and managers develop better practices which help them be more successful. A lot of the time, when someone is hired as a supervisor, they have just been promoted from within the company. Therefore, a lot of supervisors find it challenging to go from "bud to boss." If supervisors involve their direct

reports in decisions and help them feel like part of the team, it will help everyone be successful. Since it's estimated that people spend 70-80 percent of their workday communicating, it's important to also understand that successful communication is a two-way street. By having both parties develop open, positive, and supportive communication styles, it's ensuring that both parties will build a positive working relationship. Supervisors and managers also spend quite a bit of time trying to prevent or minimize conflict. It's not a once per year activity. Documenting an employee's performance is an ongoing process that begins as soon as a supervisor or manager has started working with the employee to establish goals. Since most people are unaware of everything they need to do to stay in compliance, it's critically important to receive ongoing training on employment law, as well as receive continual coaching and development. Supervisors and managers have the responsibility of juggling all of these differences while also forming a cohesive, cooperative team. If supervisors and managers are not prepared, those issues will be seen as obstacles instead of opportunities. It's how change is led and managed that makes the difference. Companies that accept and embrace change are typically healthier, more dynamic, and faster growing than those companies that fear change. A person's natural tendency is to see change as a threat.

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That's how our brains are hardwired to be risk averse, rather than seeing the positives. Instead, as a supervisor or manager, stop and refrain from acting and deciding anything. It is also important to mentally disconnect and try to observe the change that is happening. Once the ideal response has been uncovered, it's imperative to use it. So how is anyone, let alone a supervisor or manager, supposed to make the best use of their time. First, prioritize. Second, understand that as a supervisor or manager, it's tough to do the job alone. Third, if some solid behaviors, habits, and processes are put in place, a supervisor's or manager's management of time will be more efficient and successful. As a result, they won't receive more time, but can make better use of the time they have. A common pitfall supervisors and managers face is not asking for help and continuing to manage everything themselves, instead of relying on their time. These differences are now forcing companies to put practices into place to help manage the generational issues and conflicts. Also called the "Silent" generation, these individuals are reluctant to challenge authority or the "rules." However, this is a generation with immense experience and an invaluable experience, and as a result, need to be encouraged to share their feedback positive or negative. This group is ideal for formal leadership roles within an organization, as well as informal leadership roles. Baby Boomers also want to work on projects that matter to them, such as wellness and community outreach. What engages and drives this group is challenging work, training, recognition and rewards, good relationships with their boss and coworkers, and development and growth opportunities. They look for someone to connect with and learn from and someone who can champion them and their career. They also look for development and growth opportunities. Millennials strive for leadership roles but are often not given proper training.

Gen Z, now representing approximately 2% of the American workforce, still a bit unknown, in terms of their workplace expectations and future. However, we do know they are considered "digital natives, not digital immigrants" like all previous generations, and their having grown up in an "on-demand" culture might drastically influence their expectations for career growth and advancement. ERC now offers our leadership training online. Strategically investing in employees training and development, nurturing their talents, and building their skill sets helps organizations achieve their desired results, enhances their culture, and assists leaders in better managing talent. Most organizations can't compete effectively without providing training and development. Here is some guidance on how to begin developing your training plan. Many training functions lack strategic direction, which limits their effectiveness and does not support the business as much as it could.

Here is some guidance on how to begin developing your training plan. Many training functions lack strategic direction, which limits their effectiveness and does not support the business as much as it could. All of this affects your training budget. Smaller organizations are less likely to have a training budget than larger organizations and the majority of larger organizations have a budget between 12% of payroll. Training budgets of 5% or more are not common, but tend to be more common among employers of choice. Of learning expenditures, on average, 56% was spent internally, and the remainder was spent on tuition reimbursement 14% and external services 30%. The function may be staffed with simply one individual, or a team of employees. When determining staffing levels, it's important to consider your budget, how many employees you will service, whether training will be conducted by internal staff, and the types of activities or training that will be carried out in the department.

These factors tend to affect the budget. It can be very simple such as listing or selecting the top training needs, asking employees about their training needs, or observing and recording needs. Conversely, it can involve a more complex gap analysis involving multiple types of assessment and complex statistics. Similarly, 360 feedback tools, succession plans, and talent reviews can be especially helpful in identifying leadership and managerial training needs. This information is crucial for scheduling training. It generally won't be possible to meet everyone's needs and interests regarding training and still stay within your budget. For example, higher priority training and development may depend on subject matter and business needs and topics with the broadest impact. Lower priority training and development may be specific to one individual's needs with low business impact. A training matrix is helpful in establishing priorities. Making sure that you identify the most critical training priorities that affect the largest segments of your workforce is important. Objectives help guide the focus of the content and ensure that it leads employees to attain specific skills or knowledge needed, ensuring that training and development needs are met. They also assist in measuring the results of the program. The topic and the learning objectives should influence your choice of delivery format and tool. Generally speaking, here is a comparison of low to no cost options and moderate to high cost options. Low to no cost options aren't always the most effective for learning or meeting certain objectives. In fact, moderate and high cost options may be the most beneficial options in some cases, and may actually yield more learning and behavioral change. It's just important to be aware that these options can carry a higher price tag in exchange for their value. Metrics should be tied to the goals and learning objectives and on-the-job performance indicators.

Identify what topics can be delivered using staff expertise, and what topics will need to be outsourced. Be sure to plan trainings so that busy periods are avoided. Schedule training as early as possible to avoid issues. The schedule should be inclusive of poor quality training is a wasted investment. Organizations often try to fill courses with individuals who may not need training, and they derive little benefit from it. High cost training options should only be used if there is no other available option that would produce a similar result. These grants are often available for technical training. Not only does this help establish the credibility and benefit of your function, but it also helps improve offerings over time. Interviews, focus groups, and committee feedback can also be useful in gathering feedback, but can be more time-consuming. Establishing specific criteria for measuring training and development is helpful for this. Many organizations tie measurements back to the learning objectives. Ensure that employees have opportunities to practice their new knowledge and skills on the job, are supported with coaching and feedback by their manager, and are held accountable for integrating their new skills and knowledge. Managers can also work with employees to make sure that they are using what they learned on the job through learning contracts, action plans, and other methods of establishing accountability for learning. A spark to help you with ideas, information, and insight to launch your own learning and development initiative! Our training programs are implemented at the customer site or a site of their choice. All of ERC's training courses

and programs are highly interactive, as we believe that being involved in one's own learning is the only way to create behavior change. Supervisors, managers, and leaders of all levels of experience and in all industries have learned how to build more engaged and productive teams as a result of ERC training.

We'll also look at the obligations employees have to each other and the employer. Fulfilling these obligations is a function of competent supervisor safety management and leadership the theme throughout the entire course. Employers who understand the long-term business benefits of world-class safety management and leadership will be more likely to develop a proactive safety and health system that far exceeds OSHA requirements. You can learn more about developing effective safety systems in OSHA Academy Course 700. To correct a question, return to the question, review the material, change your answer, and return to the last section page. Final exam questions will not be derived from the videos. OSHA Academy is not responsible for video content. The following list expands those basic responsibilities that are stated throughout the OSHA standards. A recognized hazard may be thought to be one that is known by or should be known by the employer, such as conditions and practices generally known to be hazardous in an industry. Hazardous conditions include tools, equipment, workstations, materials, facilities, environments, and people. Employees who, for any reason, are not capable of working safely should be considered hazardous conditions in the workplace. Workplace conditions can also be thought of as worker physical or psychological states. OSHA expects employers to first consider elimination, substitution, or engineering controls to eliminate or reduce hazards. Administrative controls, work practice controls, and personal protective equipment are also strategies used to minimize or reduce hazards. Supervisors need to identify and correct hazardous conditions and unsafe work practices before they result in injuries. It's smart business to develop a comprehensive written plan that addresses commitment, involvement, identification, control, analysis, and evaluation activities. This requirement is necessary so that employees follow safety and health requirements.

Supervisors are key players in communicating safety expectations. Although safety committees and safety coordinators may provide help in fulfilling this responsibility, they do not assume it solely their job. Respiratory protection, bloodborne pathogens, and fall protection are examples. Of course, any exposure to hazards requires training. Safety education at all levels of the organization is critical to a successful safety culture. Report an inpatient hospitalization of one or more employees or an employee's amputation or an employee's loss of an eye, as a result of a work-related incident within 24 hours. Provide employees, former employees, and their representatives access to the OSHA Form 300 at a reasonable time and in a reasonable manner. Post the OSHA Form 300A summary in an area that is accessible to employees no later than February 1 of the year following the year covered by the records and keep the posting in place until April 30 of that same year. Access should be provided to affected employees or their authorized representatives. Employees have a legal right to communicate with OSHA. No employee should be subject to restraint, interference, More on this later in the module. Each citation must remain posted until the violation has been corrected, or for three working days, whichever is longer. Post abatement Correct cited violations by the deadline set by OSHA citation and submit required abatement verification documentation. Tied to that control is accountability. Now let's look at the general responsibilities employees have to their employer. Employee compliance is not likely unless the employer holds its employees accountable. Think of it this way the employer is held accountable to OSHA standards, while the employee is held accountable to the employer standards.

Section 11c of the Occupational Safety and Health Act of 1970 authorizes OSHA to investigate employee complaints of employer discrimination against those who are involved in safety and health activities. OSHA conducts an in-depth interview with each complainant to determine the need for an investigation. If evidence supports the worker's claim of discrimination, OSHA will ask the employer

to restore the workers job, earnings and benefits. If the employer objects, OSHA may take the employer to court to seek relief for the worker. You will receive a message if you forgot to answer one of the questions. After clicking the button, the questions you missed will be listed below. You can correct any missed questions and recheck your answers. Sorry for any inconvenience.

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