CONCEPT

Managing Safely for Supervisors and Line Managers: Leading Team Health and Safety

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Supervisors and line managers decide daily how work is planned, who does it and which shortcuts are tolerated, so they shape safety outcomes more than any policy does. Yet many are promoted for technical skill and never shown how to manage risk through their team. This Core Concept course gives supervisors and line managers the methods to assess and control risk, lead safety conversations, manage contractors and change, and measure performance. Working on cases from several sectors, participants build a Team Safety Management Plan for the team they lead.

Course Objectives

- Explain the legal, moral and financial accountability that supervisors and line managers carry for health and safety
- Apply risk management principles and the hierarchy of controls to the tasks their team performs
- Review and approve team risk assessments, job safety analyses and method statements
- Lead toolbox talks, safety observations and feedback conversations that change behaviour
- Control contractor activity, workplace change and early incident response within their area
- Build a Team Safety Management Plan with leading and lagging indicators for the team they manage

Target Audience

- First-line supervisors and team leaders directing operational or field work
- Line managers responsible for departments with physical, technical or customer-facing risks
- Maintenance, facilities and engineering managers overseeing in-house and contractor crews
- Project and site managers coordinating multiple work teams
- Newly promoted managers taking on accountability for team safety

Course Outline

Day 1: The Manager's Role in Health and Safety

- Moral, Legal and Financial Reasons for Managing Safely Using the Incident Cost Iceberg
- ISO 45001 Clause 5: Leadership, Consultation and Worker Participation
- Duty-of-Care Principles in ILO Convention C155 and ILO-OSH 2001
- Safety Culture Maturity Assessment with the Hudson Safety Culture Ladder
- Team Risk Profile Baseline Review

Day 2: Risk Frameworks for Line Managers

- Plan-Do-Check-Act Cycle for Team-Level Safety Management
- Hazard, Hazardous Event and Risk Terminology in ISO 45001 and ISO 31000
- Hierarchy of Controls and Control Effectiveness Rating
- Bowtie Analysis of a Team's Highest Risk
- Human Factors: Reason's Error Types and the Just Culture Decision Model

Day 3: Day-to-Day Safety Supervision

- Team Risk Assessment Review and Sign-Off Using a 5x5 Matrix
- Job Safety Analysis and Method Statement Review Checklist
- Toolbox Talk Planning and Delivery Template
- Behavioural Safety Observation Card and Feedback Conversation
- Management of Change Checklist Under ISO 45001 Clause 8.1.3

Day 4: Contractors, Incidents and Performance Measurement

- Contractor and Visitor Control Under ISO 45001 Clause 8.1.4
- Initial Incident Response and Evidence Preservation Checklist
- Leading and Lagging Indicators: Observation Rates, Action Close-Out and LTIFR
- Workplace Inspection Programme Design and Action Tracking Log
- Fatigue, Workload and Psychosocial Risk Under ISO 45003

Day 5: Case Work and the Team Safety Management Plan

- Manufacturing Case Study: Controlling Risk After a Serious Near Miss
- Facilities Services Case Study: Contractor and Change Control Failures
- Team Safety Scorecard Build
- Team Safety Management Plan Drafting
- Peer Challenge Panel and Plan Defence

Skills You Will Gain

- Safety Leadership
- Risk Assessment Review
- Safety Coaching
- Contractor Safety Control
- Management of Change
- Safety Performance Measurement
- Human Factors Awareness

Why Attend This Course

- Return to work with a Team Safety Management Plan for your own team, already tested against peer challenge
- Know what to check before signing a risk assessment or method statement your team has written
- Hold safety conversations that correct unsafe behaviour without damaging trust
- Compare how supervisors in other sectors and countries keep their teams safe under production pressure

Conclusion

Safety performance is decided at the level where work is planned and supervised. This course moves from the accountability that supervisors and line managers carry, through the risk frameworks and human factors that explain why incidents happen, to the daily supervisory tasks of reviewing risk assessments, leading toolbox talks and controlling contractors and change. The final day turns that material into a Team Safety Management Plan with measurable indicators, giving participants a structured way to lead the safety of the team they manage.