

SUPERVISOR

– A RESPONSIBLE POSITION



APPRENTICESHIP PAYS

Do you work for a company that invests in its apprentices? In such a case, you are not alone. Today, an increasing number of organisations offer their apprentices excellent, quality-assured vocational training.

To ensure the time spent completing the vocational training programme is worthwhile and as educationally instructive as possible, an apprentice must have excellent guidance and supervision. As a supervisor, you will be the most important person during the entire apprenticeship period. You are the one to whom the apprentice will turn for advice in major as well as minor issues. Not all problems may be directly related to the trade or the actual training situation and consequently, you should be well prepared for your role as supervisor. We hope this material will provide you with an insight into the role of a supervisor.

An apprentice who enjoys his period of apprenticeship is likely to be significantly more motivated to complete all the frameworks and with a sound education, the risk of long-term absenteeism due to ill-health decreases.

Do you feel that you would like to learn more about becoming a supervisor? Please study the introduction booklet “Introduction to apprenticeship – a training model in supervision” or visit our website on www.byn.se. You may also contact the Regional Construction Industry Vocational Training Committee for further information.

Good luck in your new role of supervisor for one of the new skilled workers of the future!



FOUR SIMPLE STEPS

Our simple model for the successful supervision of apprentices is divided into four elements.

1. Get to know your apprentice.
2. Establish goals.
3. Draw up a training programme.
4. Monitor and follow up.

1. GET TO KNOW YOUR APPRENTICE

Your first task is to ask the apprentice about any previous training, education and work experience. The more information you obtain about the apprentice, the easier it will be for you to plan the vocational training programme.

- ☐ What skills and qualifications does the apprentice possess?
- ☐ What type of person is he or she?
- ☐ Is the apprentice accustomed to taking the initiative or does he/she require much guidance?

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- ▶ **Take notes during the interview!** Notes are exceptional reference frameworks when planning the apprentice's vocational training. By making notes, you are also communicating a clear signal that you are taking the apprentice as well as your role as a supervisor seriously and that you expect the same of him/her.
 - ▶ **Introduce the apprentice to the other employees!** A simple way to make the apprentice feel welcome and important is to take him/her on a round of introduction to meet the other employees at your workplace. Explain who works with what, give their names and preferably also their particular skills or expertise.



2. ESTABLISH GOALS

The goals and targets established should be distinct and measurable. They should be set based on the apprentice's previous experience. An apprentice who has little experience of the majority of the aspects in the vocational training manual may need to spend the initial period acquiring more confidence and speed when working with different jobs and solving problems. Another apprentice may have experience of almost all aspects of the train-

ing elements in which case, his/her goals may be to learn to plan his/her job performance and calculate material consumption.

The goals and targets you and your apprentice establish should then be referred to during the follow-up discussions. Has the apprentice accomplished his goals or does he/she require more practice and training?

3. DRAW UP A TRAINING PROGRAMME

When you, your apprentice and those employees who will be working with the apprentice have determined the objectives for the next six months, you should draw up a specific training programme based on these goals and targets. The programme should include the following details:

- ▢ The apprentice's working assignments for the next six months.
- ▢ Who is responsible for ensuring the apprentice learns the various elements covered in the training programme.
- ▢ Who the apprentice will be working with during the various elements.

As the supervisor, you will probably delegate responsibility for certain elements in the vocational training to other employees at your workplace and as such it is essential that everyone knows exactly who is responsible for what.



4. MONITOR AND FOLLOW UP

A supervisor usually achieves the best results if he/she decides to monitor the progress of the apprentice's training at brief weekly meetings and regular follow-up discussions.

- ▣ **Weekly meetings.** Set aside time to meet your apprentice every week to review the progress of that week. By doing this you will be able to make changes quickly to the apprentice's training programme if a problem arises or if the apprentice feels ready to move on to new assignments.
- ▣ **Follow-up meetings.** A more comprehensive follow-up discussion should be held once every six months or when the apprentice has completed a significant element in the training programme. At these meetings, you and the apprentice should review the working plan and set new goals, which become part of the training programme for the next six months!

The following are some examples of what you and the apprentice should address during the follow-up discussions.

- ▣ **Social development.** How has the apprentice developed regarding working with others or his/her treatment of customers and colleagues during the past six months? Does he/she take the initiative?
- ▣ **Conscientiousness and work discipline.** Has the apprentice performed his/her assignments as conscientiously as possible, and been punctual?
- ▣ **Ergonomic and working environment awareness.** Does the apprentice always use the correct safety equipment? Does he/she have the right working position?

- ▣ Let the apprentice study the training manual before the meeting so that he/she can make suggestions about what needs to be addressed during the next training period. This saves time and is a way of actively involving the apprentice in his/her own education!

- ▣ **Mention the positive aspects first!** During the follow-up discussion, the best approach is always to begin by mentioning what you think the apprentice has learnt since your last discussion and bring up those accomplishments with which you were most impressed during the previous six months. Only then should you discuss the areas in which the apprentice needs more practice and training. By mentioning the positive aspects first, you will avoid the apprentice adopting a defensive position, which in turn will make him/her much more open and receptive to your other suggestions and advice!

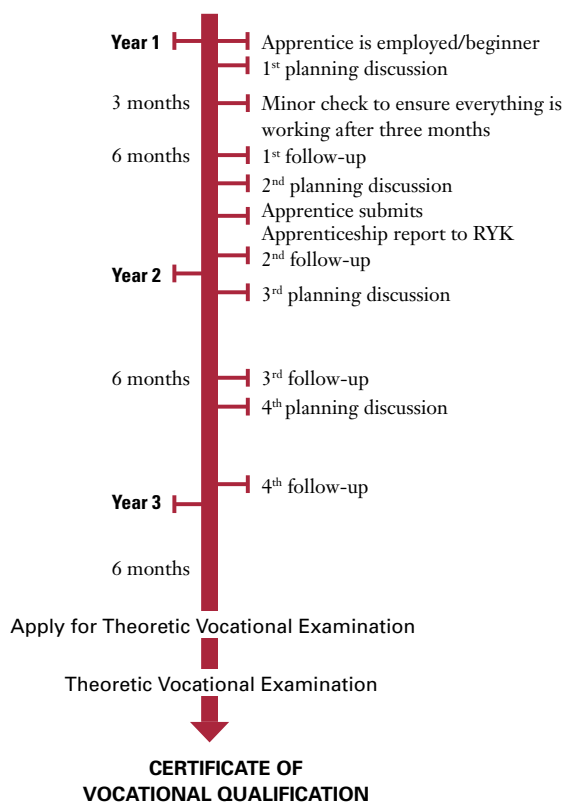
VOCATIONAL TRAINING PACKAGE

This brochure is part of the vocational training package designed by the Swedish Construction Training Board (BYN) to improve the training programme. The training package is comprised of the following:

- 1) Introduction booklet “Introduction to apprenticeship – a training model in supervision”.
- 2) Abridged version of the introduction booklet – “Supervisor – a responsible position”.
- 3) Checklist for monitoring, which is included in the training manual.
- 4) Vocational training report (form).

A record is kept in the training manual checklist (follow-up discussions) of the progress made by the apprentice during the training programme. When the company’s vocational training manager in consultation with the supervisor and the apprentice determine that the apprentice has acquired a sound knowledge and the level of skills required to take the Technical Vocational Examination (YTP), the training manual is then sent to the Regional Construction Industry Vocational Training Committee, RYK. The apprentice is thereafter required to take the YTP and if successful, he/she will be awarded a Certificate of Vocational Qualification. An apprentice has the right to take the exam a maximum of three times at the cost of his/her employer. The exam must be taken within the established timeframe stated for the different types of apprenticeship programmes in accordance with the timetable on the right.

▶ A POSSIBLE TIME AXIS FOR A VOCATIONAL TRAINING PROGRAMME



The vocational training report is a form the apprentice completes and submits to the Regional Construction Industry Vocational Training Committee during the first year of the apprenticeship. If an apprentice considers there is something missing in the training programme, he/ she should first discuss the issue with the company. An apprentice may also request assistance from the Regional Construction Industry Vocational Training Committee.



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