

July 2026

Discussion guide

Supervision: A critical safety role video

*Use with supervisors before, during and after viewing the Resources Regulator's video
"Supervision: A critical safety role"*

resources.nsw.gov.au/supervision-video

Purpose

This guide helps managers of supervisors use the video as a structured discussion tool. It is not a replacement for a mine's safety management system, supervision framework, procedures or training arrangements. Its value comes from practical discussion about what the Regulator's expectations mean at site level and how supervisors apply them in the workplace.

Important Note

Whilst it is important for supervisors to understand their responsibilities and obligations, they must also be supported to fulfil them. Effective supervision relies on more than the individual supervisor. Good recruitment practices, onboarding, training, job design, support systems and maintenance of competency are critical foundations for success.

Supervisors should be provided with the time, authority, resources and organisational support needed to actively manage risk, verify controls, engage with workers and intervene when standards are not met. Strong supervision is an active control, and supervisors must be empowered to challenge unsafe work, escalate issues and stop work when safety cannot be verified.

How to use this guide

Suggested format for a toolbox, supervisor forum or shift leadership session:

- Before the video: frame the purpose and remind supervisors this is about active risk control, not passive oversight.
- During the video: pause at the discussion points and ask supervisors to relate the message to their work area.
- After the video: agree on practical actions to strengthen supervision, then follow up through field interactions, pre-starts, PTOs, inspections or verification activities.

Core message for managers of supervisors

Effective supervision is an active control. Supervisors are expected to observe, challenge, verify, intervene and stop work when safety cannot be confirmed.

Supervision applies across statutory and non-statutory roles, including contractors, leading hands and people temporarily stepping into supervisory duties.

The video is designed to complement existing site systems. Discussion should connect the Regulator's expectations to your Mine Safety Management System, site procedures and local risk profile.

Focus on practical examples: what supervisors do before work starts, while work is underway, and when conditions change.

Facilitated discussion guide

Managers of supervisors can use these discussion prompts at certain intervals throughout the video to re-enforce the key messages.

1. Why supervision matters

Facilitator cue: Pause after the opening comments.

- What does “supervision is an active control” mean here?
- Where have we seen work drift from procedure, and how would active supervision have picked it up earlier?
- What work areas or tasks require the most visible supervisory presence?

2. Training, authorisation and competency

Facilitator cue: Pause after the training and competency section.

- How do we confirm someone can do the task safely today, not just that they hold a ticket or authorisation?
- What tasks need closer supervision for new, inexperienced or infrequent workers?
- What evidence should a supervisor look for before allowing work to proceed?

3. Worker engagement and challenge

Facilitator cue: Pause after the communication and worker interaction section.

- Do supervisors ask questions that test understanding, or do they assume workers understand the task?
- What questions should every supervisor ask before high-risk work starts?
- How do we make it safe for workers to challenge a plan or raise uncertainty?

4. Tools, equipment and pre-start checks

Facilitator cue: Pause after the tools and equipment section.

- Are pre-starts treated as genuine checks or a tick-and-flick exercise?
- What defects or poor practices are we at risk of normalising?
- What does “fit for purpose” mean for the tools and equipment used in this work area?

5. Hazard identification, controls and stop work

Facilitator cue: Pause after the hierarchy of controls / stop work section.

- Can supervisors comfortably say: “I consider the work can be done safely without risk to health and safety?”
- Which controls must be physically verified before work starts?
- When should supervisors stop work rather than continue and escalate later?

6. Human factors

Facilitator cue: Pause during or after the human factors section.

- Which human factors are most relevant to this crew: pressure, fatigue, complacency, distraction, communication or lack of resources?
- What signs would tell a supervisor that a task is drifting into an unsafe state?
- How do supervisors challenge unsafe norms such as “we’ve always done it this way”?

7. Psychosocial hazards

Facilitator cue: Pause after the psychosocial hazards section.

- What psychosocial hazards can supervisors reasonably identify in their work area?
- What immediate actions can they take, and what issues may need to be escalated to managers or support pathways?
- How can supervisors design work tasks to reduce worker exposure to psychosocial hazards?

8. Incident response and escalation

Facilitator cue: Pause near the incident response section or use as a post-video prompt.

- Does every supervisor know what must be reported, who to notify and when to preserve a scene?
- What would we expect a supervisor to do in the first 10 minutes after an incident?
- Where do supervisors need clearer escalation pathways or support?

Good practice checklist for managers of supervisors

Use this checklist after the discussion to identify where supervisors are well supported and where managers need to strengthen systems, resources or follow-up.

Area	What good looks like	Evidence to look for	Action needed?
Supervisory expectations	Clear expectations for all supervisors, including contractors and step-up roles.	Role descriptions, appointment/authorisation, induction content, supervisor standards.	☐ Yes ☐ No
Risk-based presence	Supervisors spend sufficient time where risk is highest and conditions are changing.	Field schedules, inspection records, shift plans, evidence of on-task verification.	☐ Yes ☐ No
Competency verification	Supervisors confirm competence, not just qualifications or tickets.	VOC records, task observation, mentoring records, restrictions for new/infrequent workers.	☐ Yes ☐ No
Controls verified	Critical controls are physically checked and challenge tested.	PTOs, JSA/Take 5 reviews, permit checks, supervisor observations.	☐ Yes ☐ No
Stop work culture	Supervisors and workers can stop work when safety cannot be verified.	Examples of stopped work, escalation logs, leadership support for stop-work decisions.	☐ Yes ☐ No
Incident response	Supervisors know the incident protocol, scene preservation and escalation expectations.	Toolbox records, simulations, incident response drill outcomes, notification flowcharts.	☐ Yes ☐ No
Psychosocial risk	Supervisors understand their responsibilities for psychosocial risk management, including how work design, workload, fatigue, workplace behaviours and team dynamics can impact psychological health. They can identify psychosocial hazards, implement appropriate controls and know when and how to escalate concerns. They actively promote a respectful workplace, support workers appropriately, and regularly consult with their teams about psychosocial risks and wellbeing.	Training records, supervisors demonstrating knowledge of psychosocial risks and responsibilities, understanding of support and escalation pathways, workload and fatigue management practices, consideration of psychosocial factors in task design, respectful workplace interactions and interventions, consultation with workers, and examples of actions taken to identify, manage or escalate psychosocial risks.	☐ Yes ☐ No

Reference material

- [Work Health and Safety Act 2011](#)
- [Work Health and Safety \(Mines and Petroleum Sites\) Regulation 2022](#)

Important: This guide is general information intended to support discussion. It does not replace legislation, site-specific procedures, the mine's safety management system, or legal advice.

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