mos | Training

SUPERVISORPROGRAM

Leading the Shift

Strong shifts don’t happen by accident.

They’re created by supervisors who set the tone early, transfer information properly, stay close to the work and make sure actions are actually closed.

Leading the Shift is built around the everyday routines that decide whether a shift runs with clarity or drifts into firefighting: the pre-start, handover, Short Interval Control, action capture, feedback, visible field leadership and operational meetings. Across seven modules, learners work with practical structures and scenarios that create consistency regardless of who is leading the shift.

At a glance

Format
Online / LMS-based training

Structure
7 practical leadership modules

Audience
Supervisors, frontline leaders and aspiring leaders

Approach
Operational scenarios, practical structures and decision exercises

Focus
Shift discipline, communication, visibility, ownership and follow-through

Who this course is for

- Frontline supervisors and team leaders
- Production, maintenance and operational leaders
- New or aspiring supervisors
- Leaders responsible for pre-starts, handovers and daily reviews
- Anyone responsible for turning plans into disciplined shift execution

Learning outcomes

- Run a pre-start that aligns the crew, addresses the actual hazards and sets clear direction.
- Deliver consistent handovers using six non-negotiables and documented action capture.
- Use Short Interval Control to spot variance early and respond while the shift can still be influenced.
- Capture actions with clear ownership, due dates and a definition of done.
- Give timely feedback in the moment rather than letting performance issues drift.
- Use visible leadership and purposeful floor interactions to understand the real condition of work.
- Run meetings that start on time, resolve issues and finish with confirmed actions.

Reading out information, noting variance or having a good discussion is not the same as controlling the shift.

Pricing

Pricing depends on delivery format and group size. Get in touch and we’ll put a quote together for your site.

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Course structure: Leading the Shift

Seven modules follow the practical rhythm of a shift, from setting expectations before work starts, through controlling execution and leading in the field, to running meetings that convert discussion into decisions and closed actions.

Module 1

Setting the Tone Before the Shift Starts

Build a consistently effective pre-start around alignment, a specific safety conversation and clear direction, using a five-stage structure.

Module 2

The Shift Handover: Leaving Nothing Behind

Use a consistent handover structure so critical information survives the change of shift, with actions documented as what, who and when.

Module 3

Short Interval Control: Making It Real

Use SIC as an active control process rather than a reporting exercise. Compare plan with actual and decide what changes before the next interval.

Module 4

Action Capture: Closing the Loop Every Shift

Turn issues and commitments into real actions, with ownership, due dates and follow-through so problems don't roll into the next shift.

Module 5

Giving Feedback in the Moment

Address performance and process issues close to the event, recognising that safety conditions require immediate intervention rather than deferred discussion.

Module 6

Visible Leadership: Getting Off the Chair

Use purposeful field presence, planned task observations and the standard of no plan, no work to verify conditions rather than manage from reports.

Module 7

Running a Meeting That Produces Something

Start on time, state the purpose, manage variance, resolve rather than report, capture actions and close with a read-back and confirmed next meeting.

Where this sits

Queensland expanded what coal mine supervisors are accountable for, but no new qualification was created to match. Deputies, OCEs and mine managers hold certificates of competency, practising certificates and ongoing CPD. Supervisors hold S123, a two-day committee-recognised competency cluster that was never written for the duties they now carry.

S123 remains the recognised supervisor competency in Queensland. This course sits around it, not in place of it, and builds on the ground the QMIHSC Supervisor Project mapped out.

Industry alignment

QMIHSC Supervisor Project, The University of Queensland, 2026

The QMIHSC Supervisor Project identified nine supervisor training needs. People leadership, consultation and communication, and work allocation are the first three on its list. Leading the Shift is built on those three.

The project also named the behaviours industry values most in a supervisor: trustworthy under pressure, models high standards, visible and present, shares knowledge, and makes decisions in the moment. Those are the behaviours this course practises.

Training need identified by the project	How this course delivers it	Status
People leadership Leading by example, coaching, mentoring, managing performance, holding people accountable and honest conversations.	Modules 5 and 6: feedback given close to the event, and visible leadership through planned task observations and purposeful floor interaction.	**Delivered**
Consultation and communication Consulting and communicating with teams in a way that is two-way, timely and understood.	Modules 1, 2 and 7: the five-stage pre-start, the six-point handover and meetings that close with an action read-back.	**Delivered**
Work allocation Work planning and task coordination, allocating resources, monitoring execution and operational decision-making.	Modules 3 and 4: Short Interval Control against plan, and action capture with owner, due date and a definition of done.	**Delivered**

Units of competency the project identified

RIIRIS402X	Carry out risk management process	
RIIWHS403E	Apply the work health and safety management system	
RIIERR301E	Respond to work site incidents	
RIICOM301X	Communicate information	**In this course**
RIIWHS301X	Conduct initial safety and health investigations *Flagged by the project, not confirmed*	

Content alignment only. MOS content is mapped to the nine training needs and to the four RII units the project confirmed, with investigations flagged as a likely fifth. Formal alignment to those units is in progress with a registered training organisation. It is not the Queensland-specific unit UQ recommended.

Book today

Build supervisor capability that matches the duties the role now carries. Bring the Supervisor Program to your site with MOS Training.

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Mapped Out Solutions (MOS) develops practical training and operating systems for high-risk, high-demand environments.

Our training strengthens frontline capability, improves operational discipline and supports safer, more consistent decision-making.

We will always have a plan.