
Shift Supervisor Skills Training Course: Handover, Coaching and Crew Safety Leadership

23 – 27 November 2026
Amsterdam





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Ref: 640_32240 **Date:** 23 – 27 November 2026 **Location:** Amsterdam **Fees:** 4800 GBP

Programme Summary

Shift supervisor skills are the subject of this one-week training course for new and experienced shift supervisors, team leaders and foremen, ending in a shift leadership plan for one crew. Supervisors in refineries, gas plants and petrochemical units carry the daily link between plant targets and operators, yet many are promoted for technical skill and given little help with handover, delegation, coaching and conflict. The programme moves from the supervisor role to communication, safe work control, people performance and crew leadership, applied to the crew the participant leads. Mars Training Centre UK delivers this programme on shift supervisor skills to mixed-organisation cohorts.

The Business Case

A shift is where plant plans meet people. When handovers are loose, tasks are given without clear ownership and concerns are not raised, small gaps become incidents, rework and lost throughput. Supervisors who hand over cleanly, delegate with intent, apply work controls consistently and coach operators build crews that report problems early and recover quickly.

- Handover Gaps: Fall as shifts use one structured handover and a recorded open-items list.
- Repeat Incidents: Fall as reports are reviewed with the crew and lessons reach the next shift.
- Crew Turnover and Absence: Fall as feedback, recognition and follow-up become routine.

Principles and Evidence Base

- Structured Shift Handover Practice: Shapes the handover record and briefing built in Session 2.
- Permit to Work and Toolbox Talk Practice: Guides how supervisors control and brief hazardous tasks in Session 3.
- Stop-Work Authority and Incident Learning: Frames how concerns are raised and reviewed in Sessions 3 and 4.
- Coaching and Feedback Conversation Models: Structure the performance discussions practised in Session 4.

Intended Participants

- Shift supervisors who run a crew through start-up, normal running and handover.
- Team leaders who have just moved from operator or technician roles into supervision.
- Area and maintenance supervisors who coordinate crews, contractors and permits.
- Operations foremen who allocate daily work and follow up on performance.
- Training and operations managers who prepare supervisors for larger responsibility.

Typical functions include refining, gas processing, petrochemicals and oilfield services.



Learning Outcomes

1. Participants will be able to construct a handover record that transfers plant status and open risks.
2. Participants will be able to prioritise and delegate tasks across a shift with clear ownership.
3. Participants will be able to evaluate a task for hazards before issuing or accepting a permit.
4. Participants will be able to conduct a coaching conversation that corrects behaviour and keeps trust.
5. Participants will be able to diagnose causes of conflict between operators, maintenance and contractors.
6. Participants will be able to justify a shift leadership plan to an operations manager.

Programme Structure

Day 1: Moving into the Supervisor Role

What changes when a skilled operator becomes responsible for the work of others?

- Role Transition Map
- Supervisor Responsibility Chart
- Leadership Style Profile
- Authority and Influence Review
- Personal Shift Leadership Goals

Day 2: Communication, Handover and Delegation

How does a crew start each shift knowing the plant status, the plan and who owns what?

- Shift Handover Record
- Pre-Shift Briefing Script
- Work Allocation Board
- Delegation Check Questions
- Open Items Log

Day 3: Safe Work Control and Stop-Work Authority

How do supervisors keep hazardous work under control without slowing the plant?

- Permit to Work Review Checklist
- Toolbox Talk Outline
- Stop-Work Decision Guide
- Contractor Interface Briefing
- Incident Report Review Template



Day 4: Coaching, Feedback and Conflict

How are performance and disagreement handled so that the crew improves rather than withdraws?

- Coaching Conversation Model
- Feedback Preparation Sheet
- Conflict Cause Map
- Attendance and Performance Follow-Up Log
- Recognition Plan

Day 5: Shift Leadership Plan for One Crew

Does the plan for one crew hold together from handover to feedback?

- Applying the Session 2 Shift Handover Record
- Testing the Session 3 Stop-Work Decision Guide
- Reviewing the Session 4 Coaching Conversation Model
- Checking the Session 1 Personal Shift Leadership Goals
- Completing the Shift Leadership Plan

Methodology

The programme uses a structured exercise method built on a shared case of a mixed crew on a night shift with a delayed handover, a contractor task and a quiet but unhappy operator. Participants build each artefact on the case, then on their own crew, receiving written facilitator feedback and comparing approaches with peers in each session.

- Suggested activity: Running a pre-shift briefing and a handover in turn, then swapping roles.
- Suggested activity: Reviewing a permit scenario and deciding whether to stop the work.
- Suggested activity: Practising a coaching conversation with a role-played operator.

Capstone Output

Each participant completes a shift leadership plan for one crew. It holds a handover record, a briefing script, a delegation board, a safe work control routine, a coaching schedule and a conflict response note. The plan is used at work to start the next rotation with agreed routines and to brief an operations manager on how the crew will be led.

Frequently Asked Questions

Is shift supervisor skills training suitable for newly promoted supervisors?

Yes. Shift supervisor skills are taught through cases and templates, assuming plant experience as an operator or technician but no earlier supervisory training.



Which practices does shift supervisor skills training rest on?

Shift supervisor skills training rests on structured shift handover, permit to work and toolbox talk practice, stop-work authority, incident learning and coaching conversation models.

How is the plan from shift supervisor skills training used at work?

You use the shift leadership plan to start the next rotation with agreed routines, run briefings and handovers, and brief your operations manager.

How does shift supervisor skills training differ from general leadership training?

Shift supervisor skills training centres on handover, work control and crew coaching in live plant conditions, while general leadership training covers broader management themes across functions.