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AGRICULTURE • INNOVATION • LIFE

# **KEMAHIRAN PENYELIAAN BERKESAN (EFFECTIVE SUPERVISORY SKILLS)**

oleh

**SITI ROZANA SUPIAN  
PEJABAT TIMBALAN NAIB CANSELOR  
(JARINGAN INDUSTRI DAN MASYARAKAT)  
17 JULAI 2018, BILIK SEMINAR PUSAT KESIHATAN UPM**

# CONTENT

1) Definition

2) Supervisory Skills

3) Effective Supervision

4) Supervisory Tools



# ORGANISATION

## What is an organisation?

An 'organisation' is a group of individuals working together to achieve one or more objectives.



Ref: <http://www.open.edu/openlearn/money-management/organisations-and-management-accounting/content-section-1>

# What is an organisation?



Five common features of an organisation:

- composed of individuals and groups of individuals
- oriented towards achieving collective goals
- consist of different functions
- functions need to be coordinated
- exist independently of individual members who may come and go.

Ref: <http://www.open.edu/openlearn/money-management/organisations-and-management-accounting/content-section-1>





An organized group of people with a particular purpose, such as a business or government department.

Eg: company, firm, operation, corporation, institution, group, consortium, conglomerate, combine, syndicate, body, agency, federation, alliance, association, movement, society, league, club, network, confederacy

A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organizations are open systems--they affect and are affected by their environment.

Read more: <http://www.businessdictionary.com/definition/organization.html>

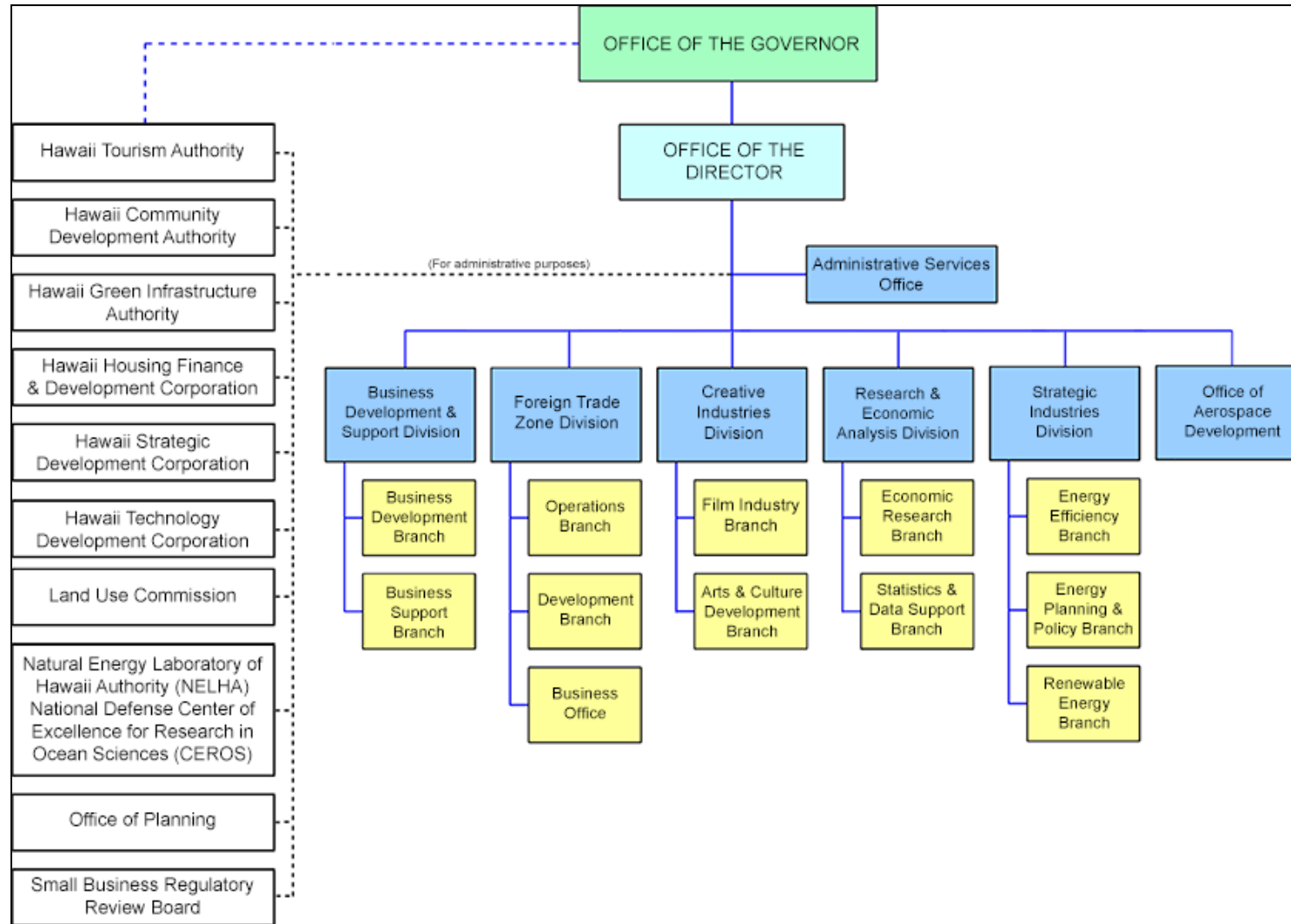


# Group Work



1. Prepare PTJ's organization chart or your current unit/department chart
2. List at least 2 functions of your current unit/department
3. List at least 2 key performance indicators/objectives of your unit/department

# What is an organisation? Reflects



Office Structure

Human/Staff/ Position

Function

Reporting Line

Contacts





# **SUPERVISOR**

A person who performs supervision

Authority to give instructions and/or orders to subordinates and be held responsible for the work and actions of other employees.

Monitors and regulates employees in their performance of assigned or delegated tasks (Responsible for the productivity and actions of a small group of employees)

Direct link between management and the work force

# **SUPERVISEE** A

person who is getting supervision





List of Supervisor  
at your Unit  
/Department

List of Supervisee  
at your  
Unit/Department



Monitoring and regulating processes or delegated activities, responsibilities, or tasks – ***Business Dictionary***

the activity of managing a department, project, etc. and of making sure that things are done correctly and according to the rules - ***Cambridge Business English Dictionary***

the act of watching a person or activity and making certain that everything is done correctly, safely, etc.:

*Students are not allowed to handle these chemicals unless they are under the supervision of a teacher –*  
***English - Cambridge Dictionary***



## **Academia**

In academia, supervision is aiding and guiding of a postgraduate research student, graduate student, or undergraduate student, in their research project; offering both moral support and scientific insight and guidance.<sup>[4]</sup> The supervisor is often a senior scientist or scholar, and in some countries called doctoral advisor.

## **Business**

In business, supervision is overseeing the work of staff. such as bank supervision

## **Counseling**

In clinical supervision, the psychologist or psychiatrist has talk sessions with another professional in the field to debrief and mentally process the patient work.

# SUPERVISION IN THE WORKPLACE



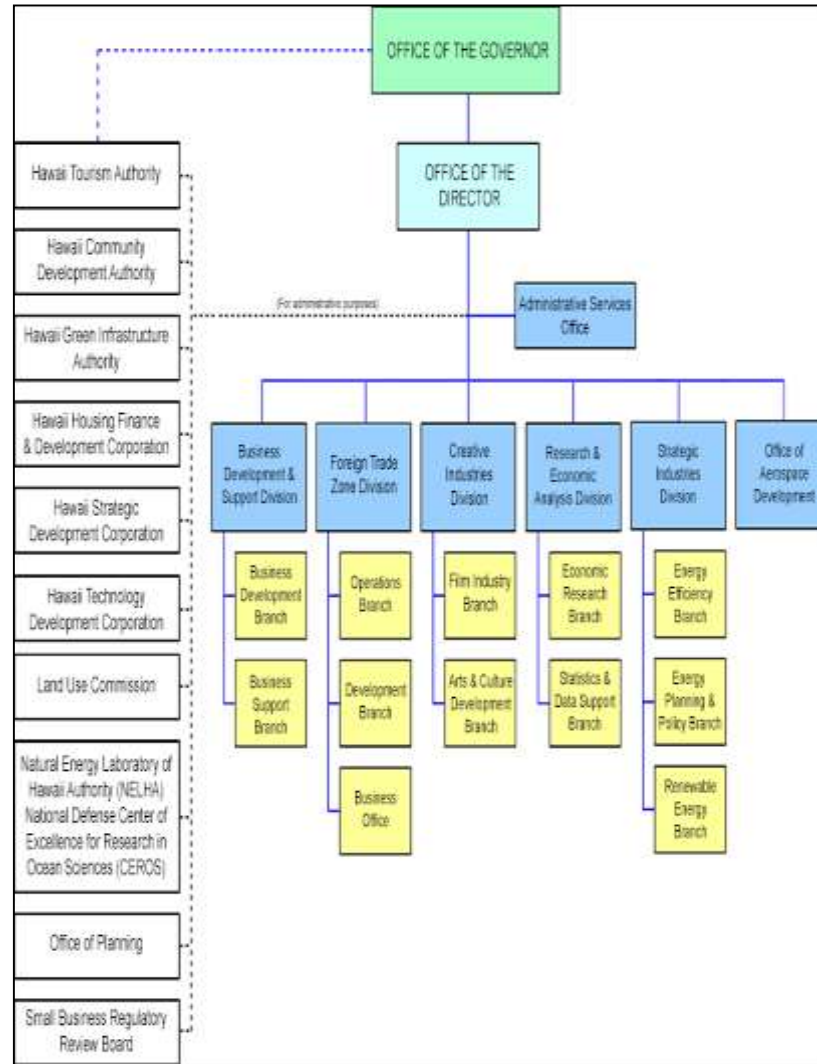
SUPERVISION

**"Doing" can take up to 70% of the time - including planning, controlling, scheduling, organizing, leading, etc.).**

**Carry out** policies passed down a hierarchy from the level above.  
**Plan** short-range action-steps to carry out goals set by the level above.  
**Organize** the work group. **Assign** jobs to subordinates.  
**Delegate** projects to subordinates. **Direct** tasks, jobs and projects.  
**Train** subordinates. Enforce rules.  
**Lead and motivate** subordinates. **Develop** group cohesiveness. **Solve** routine daily problems.  
**Control or evaluate** performance of subordinates and the department - performance appraisals.  
**Discipline** subordinates.



# Reflects



Human/Staff /Position

Supervisor and Supervision

Function

List of work to be carried out  
Office Objectives



# TYPES OF SUPERVISION



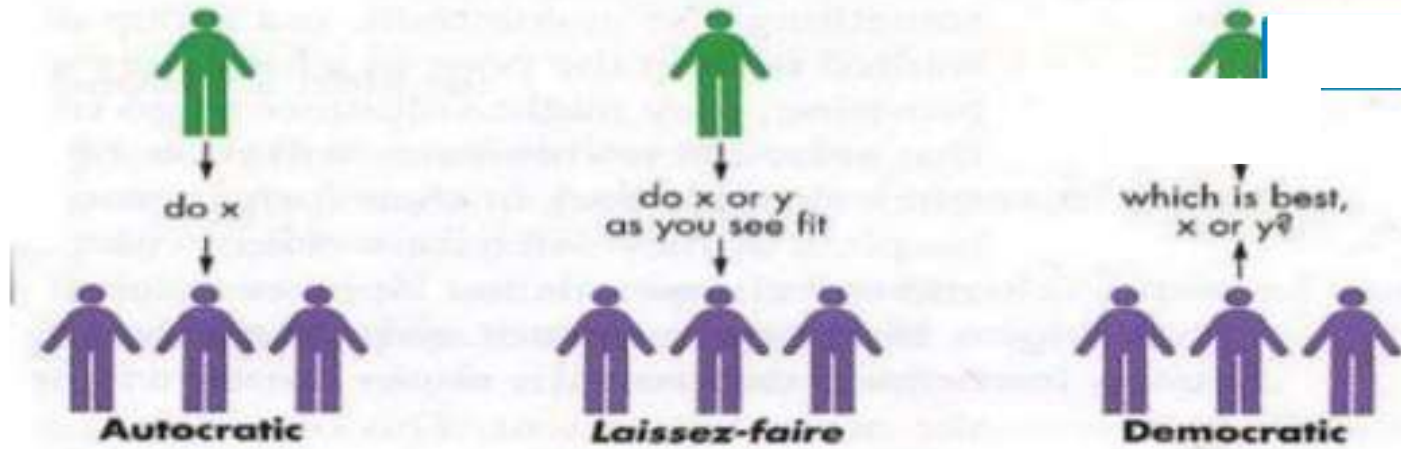
**Direct supervision** - is a term that is used to refer to situations in which a supervisor is present at all times. The supervisor oversees activities as they occur and provides constant direction, feedback, and assistance.



**Indirect supervision** - is characterized by some form of authority over the work of employees not under direct supervision. In other words, the "supervisor" who provides indirect supervision is responsible for the work, but not for the worker



TYPES OF SUPERVISION



### Types of Supervision:

Autocratic, Laissez-faire, Democratic and Bureaucratic Supervision! These Types of supervision are generally classified according to the behavior of supervisors towards his subordinates. These are also called as techniques of supervision.

TYPES OF SUPERVISOR



1. What is your job list/description
2. Identify skills needed to deliver your job



# Supervisory Skills

## Types of General Supervisory / Managerial Skills

- Technical Skills
- Human relations Skills
- Conceptual Skills
- Decision making Skills
- Knowledge Skills



# Supervisory Skills

Dr. AKS

Supervisory Skills



# Supervisory Skills

## Key Skills of the Supervisor

- Communication
- Motivating Employees
- Problem Employees : Counseling & Discipline
- Managing Conflict & Change

# 5 Core Supervisory Skills

## Supervisory Skills

**Leadership Skills:** Being a good leader is critical for a supervisor, it is the first step towards managing a team. Your team members or employees would rely on their leader for guidance and mentor which is vital for success.

**Time-Management Skills:** Time Management is the seed to thriving in any task, it is implemented in every workplace and for any position. As a supervisor, you should learn how to manage your time as well as scheduling tasks for your employees. Therefore, time planning is critical to the success of any job or project.

**Technical Skills:** When an employee asks for your technical help and knowledge, you should be able to deliver as their supervisor. Mentoring, and passing on your technical skills are of great importance as a supervisor.

**Communication Skills:** Your communicative skills should be perfected as they happen to help you to deliver the message or task to an employee properly, as well as setting an example to the team members; it also maintains your prestige as a supervisor.

**Judgmental Skills:** Judgement of a certain situation, or deciding on a task is a skill acquired with experience, time, as well as trial and error.



# 8 CRUCIAL SOFT SKILLS SUPERVISORS NEED TO HAVE:

Communication

Conflict Resolution

Leadership

Critical Thinking

Interpersonal Skills

Time and Priority Management

Diversity and Generational Differences in the Workplace

Problem Solving



1. How to observe performance
2. Documenting performance
3. Constructive performance
4. Evaluating performance
5. Resolving coworkers conflicts
6. Giving feedback
7. Delegating and follow up
8. Dispensing discipline

## Supervisory Skills

9. Inspiring and praising employees
10. Building your team
11. Communicating with upper management
12. Investigating complaints
13. Managing unfit for duty
14. Preventing violence

## Supervisory Skills





Have you ever struggled with leading a team?

Have you ever lost track of tasks and got stressed on deadlines.

Do you have hard time making tough decision?

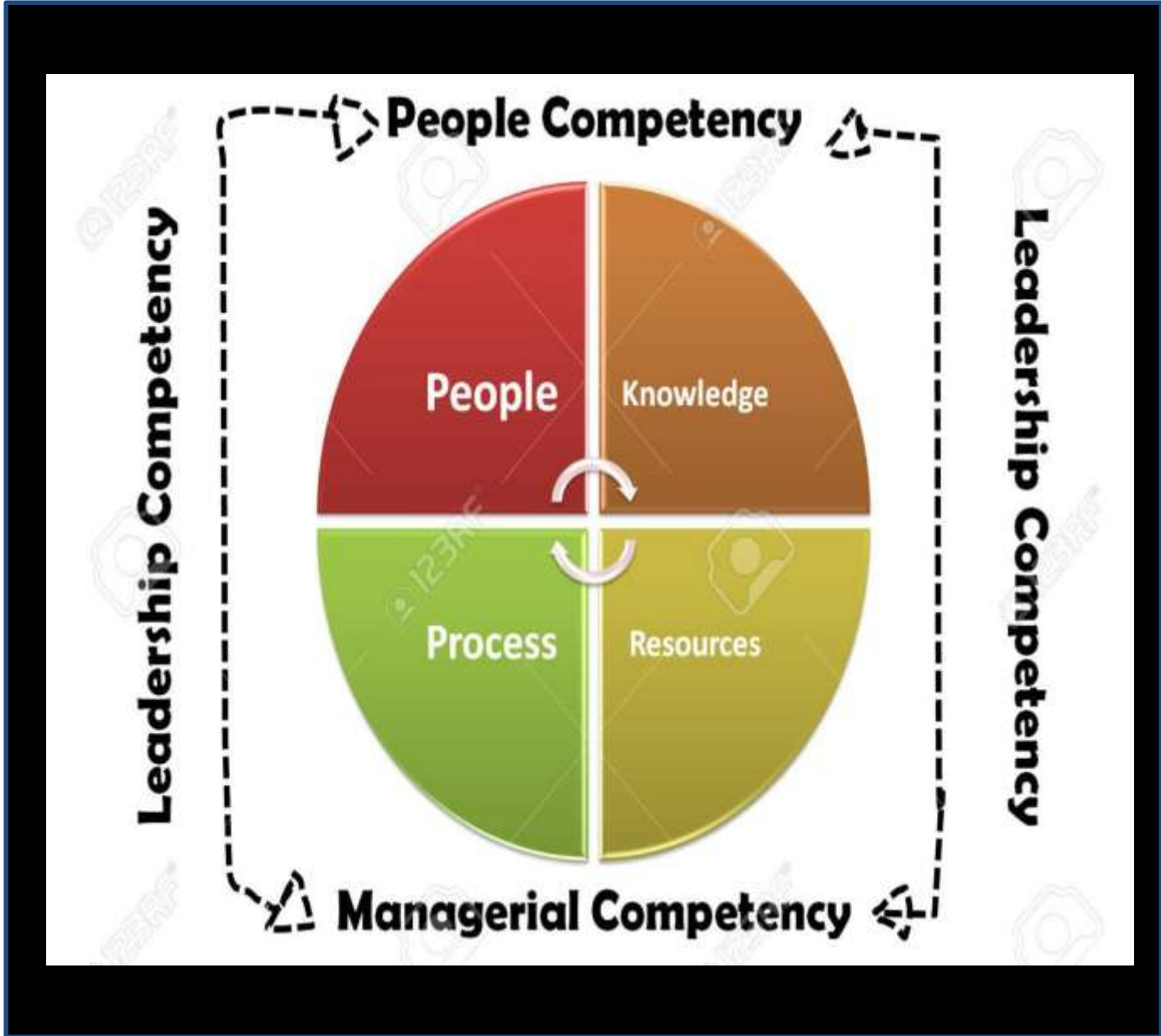




- 1) Guiding the work
- 2) Organizing the work
- 3) Developing the staff
- 4) Managing the performance
- 5) Managing relationship with the staff





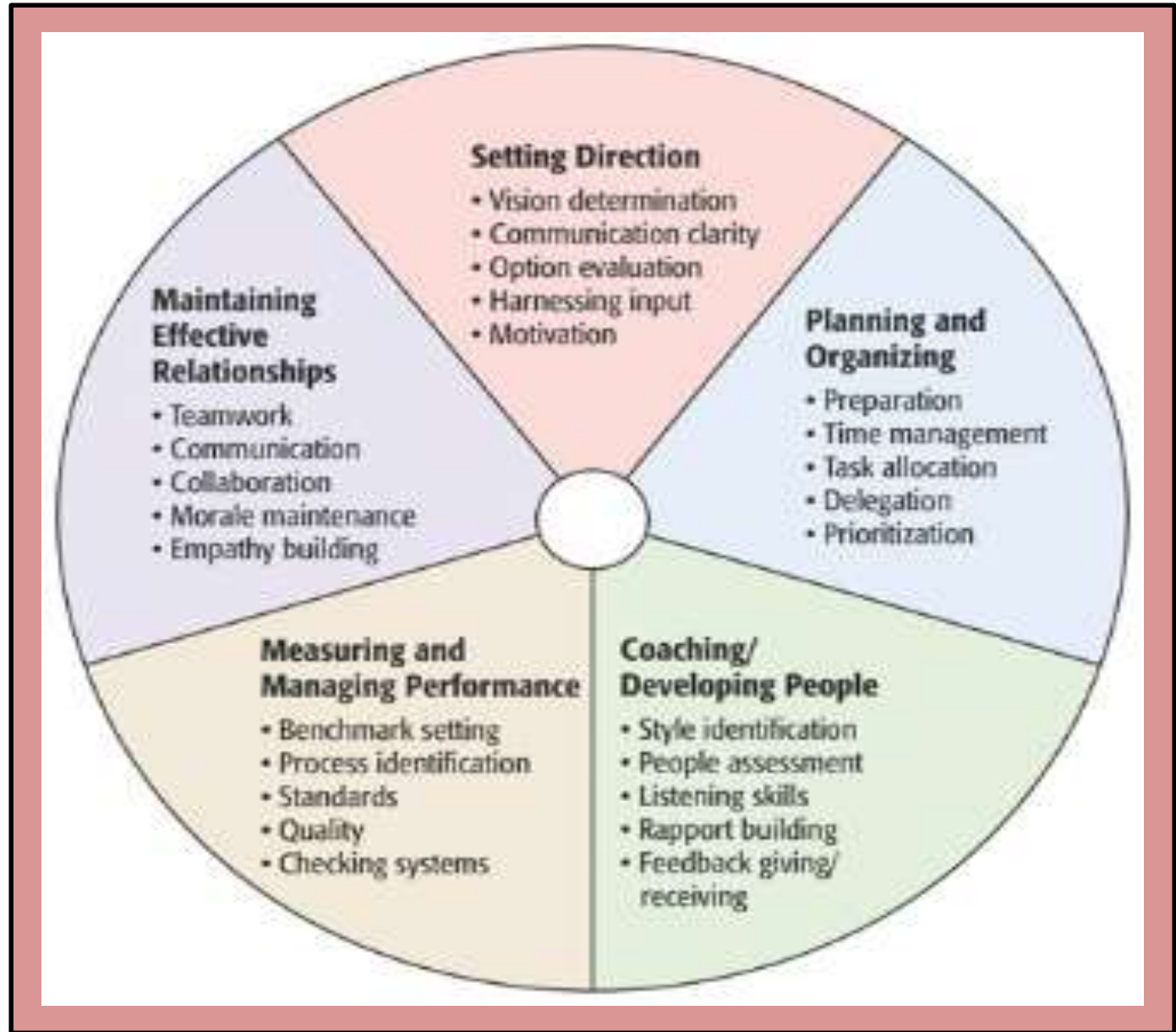




# EFFECTIVE SUPERVISION

- Clear goals
- Accountability
- Ethics/consistency
- Open & clear communication
- Intentional staff development
- Different for every person you supervise
- Encourage experimentation & assessment
- Balances high productivity & morale/rapport-building







# EFFECTIVE SUPERVISION







- 1) Guiding the work
- 2) Organizing the work
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# GROUP WORK



1. What do you do?

2. Challenges



## GROUP WORK

# SUPERVISION TOOLS

1. WHAT IS SUPERVISION TOOLS ?
2. ANY EXPERIENCE USING THE TOOL? EXPLAIN





# SUPERVISION TOOLS

## Supervisory tools

- Job descriptions
- Checklists
- Supervision schedule
- Policy manuals
- Registers and records
- Charts and graphs
- Reports
- Work plans and work schedules
- Guidelines for supervision



## Supervision tools

Various online tools and platforms are available to help researchers and supervisors collaborate online. These can be used to help facilitate the supervision process and to ensure a clear flow of communication between both researcher and supervisor at all times along the research journey. LabArchives, Google Calendar and Zoom, described below, are supported by Monash and are the preferred tools for both supervision and peer communication.

# SUPERVISION TOOLS



### LabArchives

LabArchives is a cloud-based Electronic Lab Notebook that provides a shared environment for students and supervisors to interact within, and for supervisors to keep track of their students' work, as well as an environment for independent work by students.

[More on LabArchives](#)



### Zoom

Zoom is a cloud-based service that allows you to conduct online and video meetings in one easy-to-use platform. It offers high-quality video and audio, and is free for Monash researchers and supervisors.

[More on Zoom](#)



### Google calendar

Your Monash Google calendar helps you schedule and keep track of upcoming meetings and events. Access it via my.monash by clicking on the calendar tile on the homepage. Type your supervisor's name or email under "Other calendars" (located at the bottom left corner of your Calendar) and check his/her availability!

[Launch my.monash](#)

# SUPERVISION TOOLS



# SUPERVISION TOOLS



## To Do List

Tasks	Priority	Status
Task 1	High	Complete
Task 2	Medium	In Progress
Task 3	High	Complete
Task 4	Low	Complete
Task 5	Low	In Progress
Task 6	High	Not Started
Task 7	Medium	Not Started



# PRIORITISATION GRID

## SUPERVISORY TOOLS

← Impact →	Hi Impact / Low Difficulty <b>A</b>	High Impact / High Difficulty <b>B</b>
	Low Impact / Low Difficulty <b>C</b>	Low Impact / High Difficulty <b>D</b>
	← Difficulty →	

# SUPERVISORY TOOLS

## GOAL FORMAT +4w1h

**Hire a driver by 15 June to fill a vacancy.**



*What will  
you do?*



*About what?*



*By when?*



*Why?*

## SUPERVISORY TOOLS

# PERFORMANCE REVIEW STEP

Make appointment

Collect input\*

Write the review

Meet with employee

Revise and finalize the review



## Scenario 1

Every day one of your staff came late to the office. How would you handle his tardiness





## Scenario 2

You have been asked to participate for 5S project under HKIP 2018.

Office  
for  
Health  
management



## Scenario 3

As Internal Audit Coordinator, you are responsible to ensure all NCR and OFI report is closed by 21 working days.



## Scenario 4

Lab class will start soon. You are responsible to prepare for the safety and health guide line for the lab

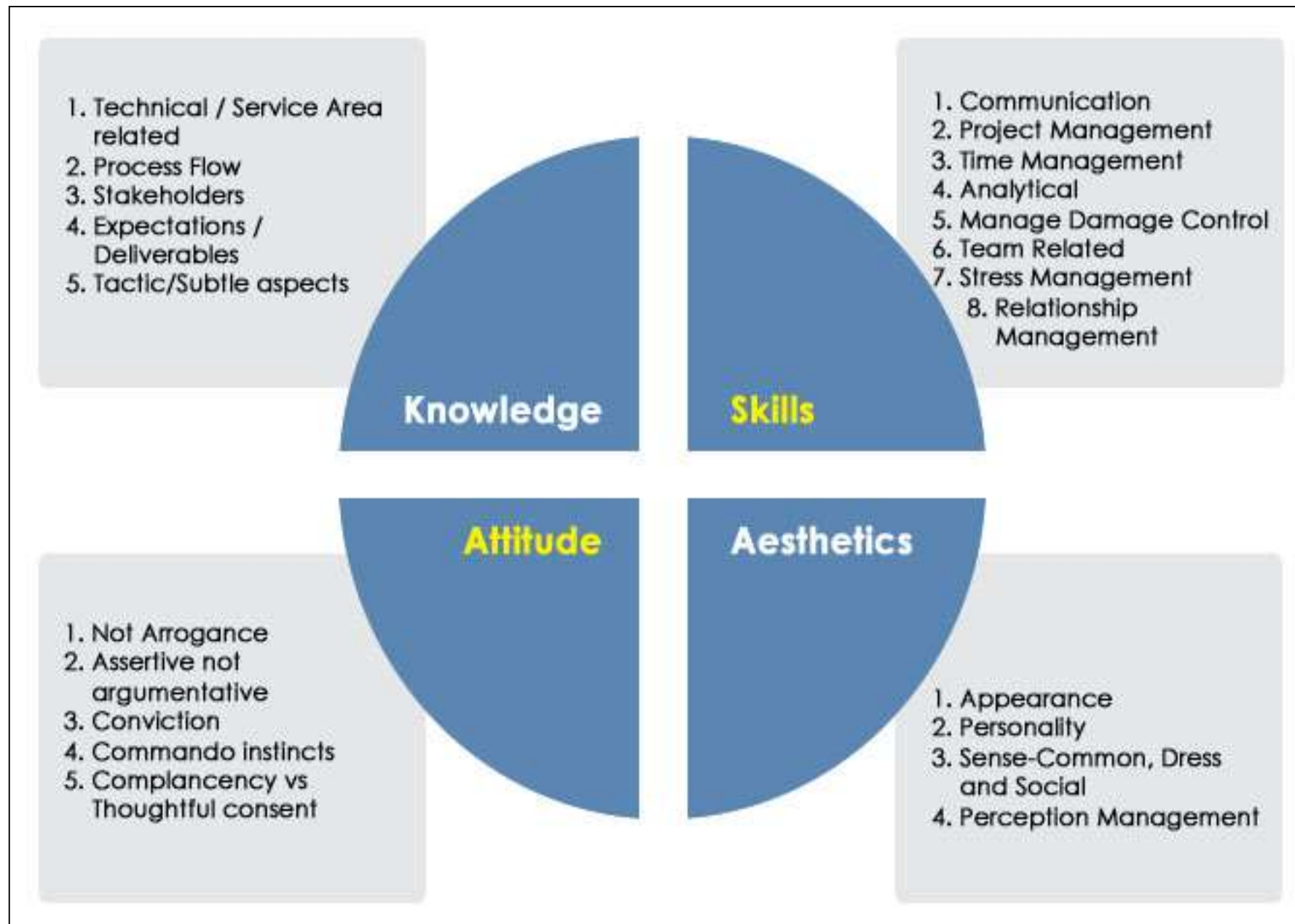
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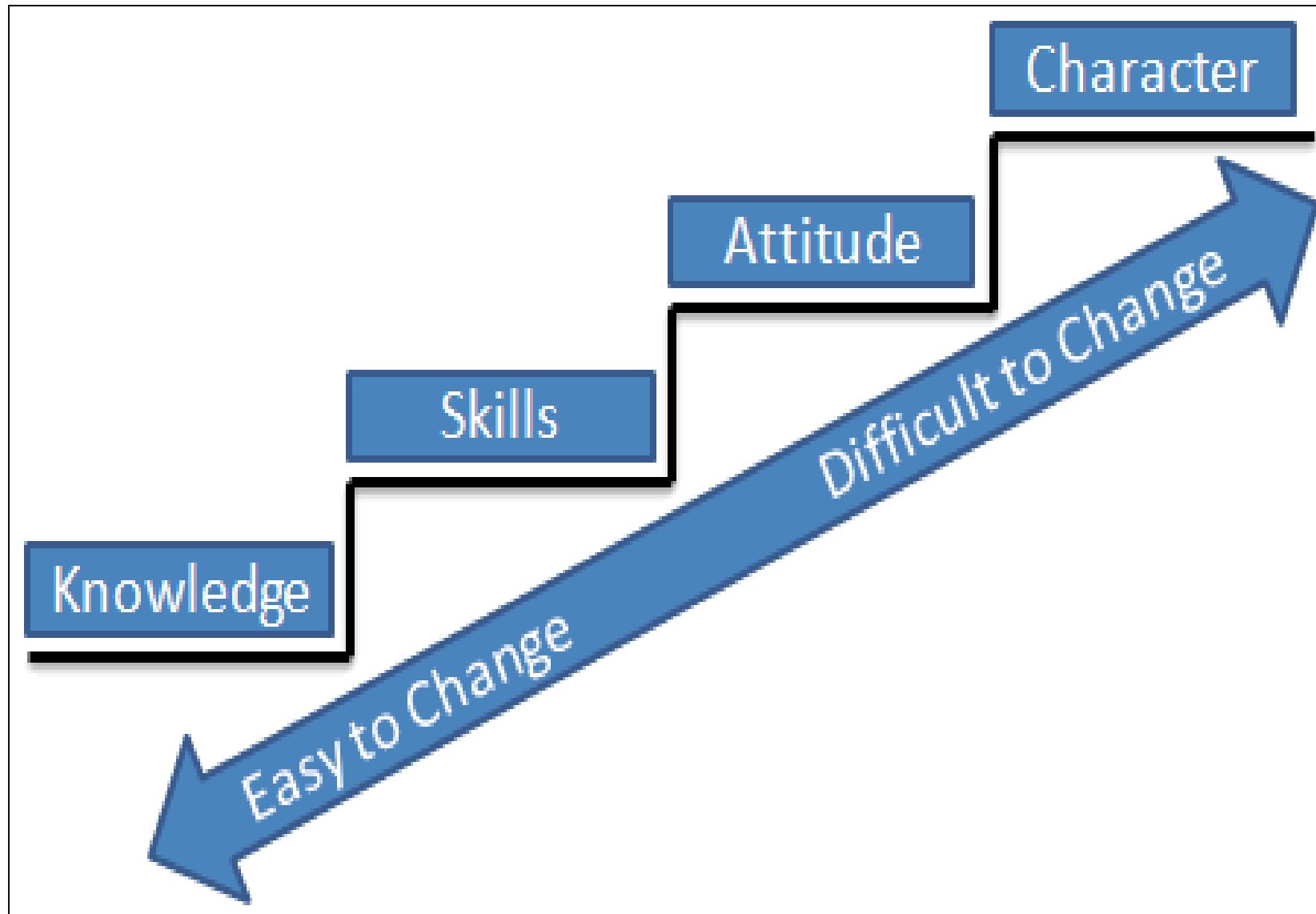


## Scenario 6

You have been asked to observe poor performance of one the staff in your department













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- 2) Organizing the work
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Terima Kasih | *Thank You*