

## Production Supervisor

Reports to: Production Director, or Manager

### Main Duties

may vary from one company to another

- **Helps plan and organize production:** assigns work according to production needs; reviews, approves, and drafts documents relevant to management of production activities; issues recommendations on production organization and makes adjustments.
- **Keeps track of production activities:** ensures supply of raw materials, components and other products for production; checks equipment availability and operational status; ensures production processes are carried out; ensures workplace safety and proper management of waste and residual materials.
- **Manages the work team:** assists in hiring of production employees; integrates new hires; coordinates production staff, employee rotation, and employee movement; evaluates employee performance; ensures compliance with collective agreements, policies, and legislation.
- **Contributes to follow-up of activities and training:** collaborates on management processes and production processes; takes part in the validation of production equipment; participates in the training and development of the skills of production employees.

### Evolution of the Profession

- The profession has evolved with the advance of information and communication technologies, corporate restructurings, and the development of semi-autonomous teams. As a result, coaching and interpersonal skills have become of paramount importance in the role of Production Supervisors.
- Within this context, Production Supervisors are required to:
  - assist and motivate the production team in achieving objectives;
  - consolidate and optimize team skills;
  - instill creativity, greater participation, and problem-solving capabilities in employees;
  - foster a sense of community and respect among production-team members;
  - give constructive feedback to enhance performance.

### Main responsibilities<sup>1</sup>

#### Participation in Production Planning and Organization

- Accurately evaluates achievement of production plan to objectives based on available resources.
- Assigns tasks to employees according to their skills.
- Transmits documents on time.
- Reviews and approves production records.
- Writes, reviews, and approves documents relevant to management activities (e.g., procedures, deviations, work instructions, master files, and validation reports).
- Accurately assesses problems.
- Analyses and evaluates options.
- Makes sound recommendations to improve productivity, solutions to issues affecting quality, and health and safety.
- Rearranges production sequences according to planning needs.
- Keeps deadlines.
- Efficiently manages priorities.

- Ensures equipment start-ups within required timelines.
- Ensures equipment availability.
- Ensures compliance of production lines, equipment, and premises.
- Meticulously verifies documentation and work quality.
- Approves critical production steps.
- Accurately measures performance throughout work shifts.
- Carefully verifies corrections to problems.
- Ensures quality of production is maintained in keeping with costs and schedules.
- Properly monitors compliance with prevailing standards as well as any workplace accident or incident.
- Safely manages waste and residual materials.

#### Management of Production Employees

- In conjunction with human resources: selects candidates, participates in the interview planning process, and actively participates in interviews.
- Properly prepares documents for job entry.
- Objectively describes work tasks, regulatory requirements, company policies, and expectations.
- Supports the team in order to meet objectives and established schedules.

#### Production Follow-up Activities

- Diligently verifies availability of inventory, delivery and release dates of raw materials, components and product compliance.
- Carefully plans interventions on equipment or in production areas.

### Best Practices

- Production Supervisors keep their knowledge up to date in the areas of current standards, good manufacturing practices, and industry trends, through:
  - monitoring of technological developments and trends;
  - attending external training programs;
  - taking part in in-house training sessions and meetings.
- Mobilizes employees to maintain and improve processes and performances.
- Plans and facilitates team meetings.
- Appropriately reassigns employees according to needs.
- Sets realistic short- and medium-term schedules.
- Objectively evaluates employee performance.
- Makes relevant recommendations on achieving performance standards.
- Develops and monitors employee development plans.
- Develops, administers and monitors remedial action plan for poor performers, if applicable.
- Appropriately monitors the application of collective agreements and regulatory requirements.

<sup>1</sup> As per the company's procedures.

## Qualifications

### Production Supervisors have:

- A bachelor of science (biochemistry, chemistry, microbiology, pharmacy) or engineering (chemical engineering, mechanical engineering) or a college degree in science.
- Three to five years of relevant experience in a similar position in the pharmaceutical sector or a related discipline.

## Career-Path Options

With experience, depending on areas of interest, Production Supervisors can aspire to the position of Production Director or Manager.

Some opt for a career path in other sectors of the pharmaceutical field such as continuous improvement or planning.

### Employers are seeking candidates who possess, among other skills, the following:

- Autonomy and a sense of responsibility.
- Ability to manage change.
- Ability to manage priorities, meet tight deadlines, and ensure follow-up.
- Ability to work in a quality- and results-driven environment.
- Adaptability.
- Ability to exert influence.
- Ability to communicate effectively and draft documents in French and English.
- Analytical expertise and skills.
- Process-focused with a concern for continuous improvement.
- Versatility and determination.
- Ability to handle stress.
- Organizational skills.

Competencies	Behavioral Indicators
<p><b>Decision-Making</b> Ability to make sound judgments calls.</p>	<ul style="list-style-type: none"> <li>• Evaluates facts and unforeseen situations in order to make the best decisions (production/quality/compliance).</li> <li>• Has a proactive attitude towards negotiation and persuasion.</li> <li>• Makes decisions:               <ul style="list-style-type: none"> <li>- based on experience and judgment;</li> <li>- realistic and appropriate within a regulatory context.</li> </ul> </li> </ul>
<p><b>Mobilization of the Work Team</b> Ability to assemble and motivate a team.</p>	<ul style="list-style-type: none"> <li>• Exhibits diplomacy, dynamism, and leadership.</li> <li>• Communicates effectively and clearly.</li> <li>• Establishes and maintains fruitful interpersonal relationships.</li> <li>• Recognizes potential in others and builds on the synergy/complementarity between individual team members.</li> <li>• Emphasizes achieving objectives and team building.</li> <li>• Offers team members motivating and stimulating challenges.</li> <li>• Gives constructive feedback in order to improve performance or develop team-member skills.</li> <li>• Values and encourages continuous improvement.</li> <li>• Ensures the confidentiality of all aspects of work.</li> </ul>
<p><b>Problem Solving</b> Ability to anticipate and resolve problems.</p>	<ul style="list-style-type: none"> <li>• Analyzes problems: data, discrepancies, causes, and consequences.</li> <li>• Applies a rigorous approach to problem solving.</li> <li>• Identifies the most appropriate solution in view of the circumstances and issues.</li> <li>• Proposes and implements adapted, relevant, and innovative solutions.</li> <li>• Monitors resolution of non-compliance issues.</li> </ul>
<p><b>Verification of Compliance</b> Ability to ensure products are manufactured according to standards, technical specifications, and regulatory requirements.</p>	<ul style="list-style-type: none"> <li>• Performs necessary follow-up to guarantee the achievement of targets and activities under his or her responsibility.</li> <li>• Demonstrates work efficiency within the context of multiple projects.</li> <li>• Ensures compliance with work processes, quality standards, and policies.</li> <li>• Drafts, reviews, and approves reports and documents within prescribed time frames and in accordance with existing regulations.</li> </ul>

Please refer to the *Production Supervisor's Analyse de profession\** and *Profil de compétences\** for all additional information.

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\* This document has not been translated yet.