

CERTIFIED WELDING SUPERVISOR MANUAL FOR

Quality and

Productivity

Improvement



American Welding Society

CERTIFIED WELDING SUPERVISOR MANUAL

for

QUALITY and PRODUCTIVITY IMPROVEMENT

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Chapter 1—MANAGEMENT SYSTEMS FOR THE WELDING SUPERVISOR

Introduction

In manufacturing and construction companies that use welding as a core process, welding supervisors hold a unique position. To begin to understand the welding supervisor and his duties, it is important to understand his unique position.

Most companies have supervisors. They may be called team leaders or managers, but their role is the same. A supervisor provides workers their assignments, makes sure they have the tools, materials, and training to do their work, provides support, and monitors them throughout their work shift. The result of effective supervision is each worker is efficient and produces only quality work. With effective supervision, production workers achieve higher levels of productivity and quality.

With the day-to-day pressures of getting production out, how a supervisor should function and the results expected are lost. In many production environments, supervisors, including welding supervisors, are expediting parts, chasing paperwork, filling out unnecessary reports, and performing other non-supervisory duties, which take them outside of their assigned department. This leaves production workers unsupervised for long periods of time. This results in lack of communication and support, leaving welders with the feeling that they are on their own. Problems that they encounter must be handled with the hope that the results will be acceptable.

In many cases, welding supervisors have limited understanding of the technical aspects of welding and, therefore, are unsure of their ability to provide direction and support to the welders. This situation has unwittingly limited the amount of daily support the welder receives. Company management may not realize the detrimental affect when welding supervisors are not properly trained or assigned to perform essential duties, which can lead to improved quality and productivity on each shift.

Any training course for welding supervisors should address a welding supervisor's need both for technical and managerial training to develop the skills to perform his job in the most professional manner. This leads to improved results in both quality and productivity. This Certified Welding Supervisor Manual for Quality and Productivity Improvement recognizes that the welding supervisor has an important role in the operations of any company that does welding.

To fully understand and appreciate his role, the supervisor must first understand some of the different management systems currently used by manufacturing companies.

The management systems used by companies are numerous and varied. To maintain a manageable review of these systems, this manual will consider only