First Line Supervisor Training Objectives
Effective Date July 1, 2026

A First Line Supervisor is the manager and leader of a team. First-line supervisors focus on leading people and managing a team's daily activities to ensure productivity and morale, emphasizing communication, coaching, and goal setting. First-line supervisors mainly have a people-centric, operational focus.

Terminal Objective	Enabling Objective	
1		Demonstrate team leadership skills to guide, motivate and build rapport to achieve the organizational mission.
	1.1	Explain the role and responsibilities of a first line supervisor
	1.2	Discuss how to navigate the transition from peer to supervisor.
	1.3	Differentiate between leadership and management and discuss how they relate to first line supervision.
	1.4	Describe how organizational concepts such as span of control, unity of command, and delegation of authority relate to first lime supervision.
	1.5	Describe how concepts such as sources of influence, leader traits, and leadership styles relate to first line supervision.
	1.6	Explain contemporary leadership models and how they relate to first line supervision.
	1.7	Explain how first line supervision impacts the organizational mission.
	1.8	Explain how ethics and integrity apply to first line supervision.
	1.9	Explain strategies to build credibility and respect among team members.
	1.10	Explain strategies to resolve conflicts within the workplace and among team members.
	1.11	Discuss the characteristics of different generations and how they relate to first line supervision.
	1.12	Recognize the consequences of toxic leadership and strategies for mitigating it.

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2		Demonstrate communication strategies to provide clear instructions, deliver constructive feedback, and serve as a liaison between team members and management
	2.1	Describe methods for delivering clear and concise communication.
	2.2	Explain strategies for active listening and ensuring understanding.
	2.3	Explain how Emotional Intelligence relates to first line supervision.
	2.4	Recognize personal and emotional triggers, assess behavioral responses, and apply de-escalation strategies in both routine and high-pressure environments.
	2.5	Explain how to conduct effective team briefings and debriefings to enhance communication, coordination, and performance.
	2.6	Explain techniques for delivering constructive feedback that support professional growth and improve individual and team performance.
3		Demonstrate the role of first line supervision to monitor, evaluate, and provide feedback on employee performance to enhance individual and team effectiveness.
	3.1	Compare coaching strategies that can be used in first line supervision.
	3.2	Discuss strategies to use with difficult team members and marginal performers.
	3.3	Discuss strategies for improving motivation and overcoming performance barriers such as fatigue and burnout.
	3.4	Explain the importance of conducting performance management in a fair and objective manner to minimize bias, promote accountability, and uphold professional standards.
	3.5	Identify essential components of effective performance evaluation including goal setting, performance criteria, documentation, and feedback strategies.
	3.6	Explain methods for accurately documenting performance issues and corrective actions to ensure clarity, consistency, and accountability.
	3.7	Compare procedures for addressing non-compliance, including corrective actions and disciplinary measures to support accountability.
	3.8	Explain methods for supporting team member wellness and promoting effective stress management.

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4		Demonstrate critical thinking and decision-making skills to resolve operational and customer service issues promptly and effectively.
	4.1	Explain the role of the first line supervisor in critical incidents/high stress situations.
	4.2	Explain how to apply policies, procedures, and legal standards when making operational decisions.
	4.3	Explain how to apply risk assessment principles in planning and managing incidents.
	4.4	Explain the first line supervisor's role in Incident Command.
	4.5	Explain how to conduct post-incident reviews for training and accountability purposes.
	4.6	Explain how to manage resources effectively during shift operations.
	4.7	Examine common operational and customer service issues in a workplace.
	4.8	Explain the procedures for receiving, documenting, and resolving complaints against police or correctional officers.
5		Explain how first-line supervisors contribute to building and maintaining positive relationships between public safety agencies and the communities they serve.
	5.1	Discuss the first line supervisor's role in media relations and public communication during both routine operations and crisis situations.
	5.2	Discuss the first line supervisor's role in directly engaging with diverse community groups to foster positive relationships and open communication.
	5.3	Explain how to encourage team members to foster positive relationships with the community to improve effectiveness and build community trust.
6		Demonstrate the ability to identify, assess and mitigate legal and ethical liabilities within public safety agencies.
	6.1	Explain the importance of following policies to ensure legal compliance, operational effectiveness, and alignment with ethical standards.

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	6.2	Explain how civil, criminal, and administrative legal liabilities affect first line supervisors.
	6.3	Discuss the first line supervisor's role in identifying and addressing ethical dilemmas and conflicts of interest faced by team members.
7		Demonstrate the ability to manage the operational and administrative duties of a first line supervisor.
	7.1	Discuss how to balance the demands of paperwork and other administrative duties with the importance of field supervision and in-person interaction with team members.
	7.2	Identify the specific day-to-day responsibilities of the first line supervisor, such as scheduling, making member assignments, inspecting equipment, monitoring communications, responding to critical incidents, reviewing reports, etc.