

NLC NATIONAL LEAGUE OF CITIES

RISC RISK INFORMATION SHARING CONSORTIUM

SUPERVISOR TRAINING IS RISK MANAGEMENT

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Supervisor Training Is Risk Management

Two risk pools, two strategies, one conviction — that developing supervisors is core loss control.

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WHERE WE'RE HEADED

Agenda

Why strong leaders matter to risk pools	The link between supervision and the loss run
Two pools, two strategies, same goal	How LGIT and VLCT/PACIF each addressed the need
The LGIT approach	A structured, instructor-led new-supervisor course
The VLCT / PACIF approach	An embedded, multipronged leader-development model
Q&A & discussion	Bring your questions and your own member realities

THE CASE FOR SUPERVISION

Why Strong Leaders Matter to Risk Pools

See risk before it becomes a claim

Near-misses, fatigue, equipment issues — supervisors catch what policy never will.

Model the culture

Safe practices and policy compliance live or die by what the supervisor does daily.

Drive productivity & retention

A poor supervisor relationship is a leading reason people disengage or quit.

Connect intent to reality

Supervisors are the pivot point between leadership's intent and frontline practice.

> ***You can write the best policy in the world — but a weak supervisor is where it goes to die.***

THE EVIDENCE

The Best Individual Contributors Don't Make the Best Leaders

Companies promote the people who performed best in the old job — not the people who would lead best in the new one.

- ✓ A 2019 study examined ~48,000 sales associates and ~5,000 managers
- ✓ When promoting, firms picked past top performers — not likely-best managers
- ✓ The best salespeople did not make the best managers



10%

drop in a team's sales performance for every doubling of the promoted rep's own prior sales.

Peter Principle research — Benson, Li & Shue (2019)

THE TAKEAWAY

Leadership Isn’t Baked In



Leadership skills aren’t part of the promotion or the hire

A great technician does not arrive knowing how to lead people.



Organizations own the development

Whoever you promote or hire into a people-leadership role, it is on you to develop them.

But… what if we don’t?

WHEN WE DON'T

Undeveloped Supervisors Are Risk Multipliers

A skills gap doesn't stay empty — it gets filled by instinct, avoidance, or bad habits.



Risk goes undetected longer



Inconsistent accountability



Culture set by accident, not design



Documentation & process failures



Turnover & disengagement



The claims connect the dots. Excessive force, harassment, preventable injuries, wrongful termination — the root cause usually traces back to a supervisor who wasn't equipped to intervene sooner.

SAME PROBLEM · DIFFERENT ROADS

Two Pools, Two Strategies, One Goal

The structured course

- ✓ Instructor-led, 2-day / 16-hour program
- ✓ Five modules, subject-matter experts & attorneys
- ✓ A defined curriculum with a certificate

The embedded model

- ✓ Ongoing support woven into member operations
- ✓ Webinars, peer groups, 1:1 coaching, on-site
- ✓ Built for a rural, resource-constrained state

Different geographies, resources and workforces — same conviction.

APPROACH ONE

The LGIT Approach

A structured Newly Promoted / Appointed Supervisor course — a defined two-day curriculum delivered by experts and attorneys.

2	16	5
DAYS	HOURS	MODULES

The Course at a Glance

A structured, two-day program for newly promoted or appointed supervisors with little to moderate experience — five focused sessions led by subject-matter experts and attorneys.



2 Days

16 hours of instruction across two consecutive days



5 Modules

Supervision, employment law, reasonable suspicion, harassment & leadership



Newly Promoted

Designed for supervisors with little to moderate experience



Certificate

Attend all five sessions to earn course credit



Special note: participants must attend both days — all five sessions — to receive course credit and a certificate.

Who Should Attend

This two-day course is for those newly promoted or appointed into supervisory roles with little to moderate experience. It gives new supervisors the basic, valuable information they need to gain confidence leading and managing staff.

- Recently promoted from within the team they now lead
- New hires stepping directly into a supervisory role
- Working supervisors who never received formal training
- Team leads and forepersons taking on people-management duties



Why it matters

The move from doing the work to leading the people who do it is one of the hardest transitions in any organization — and it is rarely supported with training.

"Successful supervisors are made, not born."

A core premise of the LGIT program

How the Course Reduces Risk

The program equips supervisors to make consistent, defensible decisions — the everyday behaviors that keep issues out of court and off the loss run.



Without training

- Inconsistent discipline and undocumented decisions
- Complaints missed, mishandled, or ignored
- Personal and organizational liability unrecognized
- Higher grievance, claim and turnover costs



With LGIT training

- ✓ Consistent, well-documented supervisory decisions
- ✓ Complaints recognized, escalated and resolved correctly
- ✓ Awareness of employment law and personal liability
- ✓ A defensible record of good-faith, proactive training

LGIT · THE CURRICULUM

Five Modules, One Complete Foundation

Two days build from personal supervisory confidence, through the legal landscape, into leadership that lasts.

01

Supervising with Confidence

Kenneth Rhodes · 3 hrs

02

Intro to Employment Laws & Regulations

Matt Peter, Esq. · 1.5 hrs

03

Reasonable Suspicion

Larry Bohlen · 3 hrs

04

Harassment in the Workplace

Matt Peter, Esq. · 1.5 hrs

05

Leadership Development & Org. Effectiveness

Dr. Marc DeSimone · 7 hrs

MODULE

1

Supervising with Confidence

Kenneth Rhodes

3 hours · Day 1

SESSION FOCUS

The foundation of the program. New supervisors learn what the role truly demands and gain the confidence to lead the people they once worked beside.

What it covers

- ✓ Successful vs. unsuccessful supervisors
- ✓ Fundamentals & expectations of the role
- ✓ Guiding and organizing the work
- ✓ Engaging staff to be productive
- ✓ Building credibility and authority
- ✓ Making the shift from peer to leader

Risk link: confident, consistent supervisors set clear expectations — preventing the small missteps that grow into grievances and claims.

MODULE

2

Introduction to Employment Laws & Regulations

Matt Peter, Esq.

1.5 hours · Day 1

SESSION FOCUS

A working overview of the recognized rules, regulations and laws that affect the supervisory role — and where personal and organizational liability begins.

What it covers

- ✓ Key federal & state employment laws
- ✓ FMLA, ADA, FLSA & Title VII basics
- ✓ How the law shapes daily decisions
- ✓ Where supervisor liability arises
- ✓ Documentation that protects the entity
- ✓ When to involve HR and counsel

Risk link: legal awareness at the frontline is the first line of defense against discrimination, wage-and-hour and wrongful-termination claims.

MODULE

3

Reasonable Suspicion

Larry Bohlen

3 hours · Day 1

SESSION FOCUS

Supervisors are the entity's eyes on the ground. This session builds the skill and confidence to recognize impairment and act correctly under a reasonable-suspicion standard.

What it covers

- ✓ Recognizing signs of impairment
- ✓ Drug & alcohol policy in practice
- ✓ Making a reasonable-suspicion determination
- ✓ Objective observation & documentation
- ✓ Conducting the conversation properly
- ✓ Protecting safety and defensibility

Risk link: correct reasonable-suspicion handling protects employee safety and shields the entity from negligence and wrongful-testing claims.

MODULE

4

Harassment in the Workplace

Matt Peter, Esq.

1.5 hours · Day 2

SESSION FOCUS

A supervisor’s legal duty to prevent and respond to harassment. This session turns awareness into the right action when a concern surfaces.

What it covers

- ✓ Recognizing harassment & hostile environments
- ✓ The supervisor’s legal duty to act
- ✓ Receiving and escalating complaints
- ✓ Avoiding retaliation
- ✓ Prompt, appropriate response steps
- ✓ Fostering a respectful workplace

Risk link: how a supervisor responds to a complaint frequently determines whether it resolves internally or becomes an EPLI claim.

MODULE

5

Leadership Development & Organizational Effectiveness

Dr. Marc DeSimone

7 hours · Day 2

SESSION FOCUS

The capstone. New supervisors move beyond managing tasks to leading people — developing the habits that build effective, resilient teams and organizations.

What it covers

- ✓ Leadership vs. management
- ✓ Communication & emotional intelligence
- ✓ Developing and coaching staff
- ✓ Managing performance & relations
- ✓ Building high-functioning teams
- ✓ Driving organizational effectiveness

Risk link: strong leadership lowers turnover, grievances and disengagement — the quiet, recurring costs that erode a public entity.

LGIT · WHAT PARTICIPANTS TAKE AWAY

The Five Skills of Successful Supervision

Across the two days, every module reinforces five practical, workplace-ready skills that define effective supervision.

1



Guiding the Work

Setting direction, clarifying expectations and keeping the team aligned to the mission.

2



Organizing the Work

Planning, prioritizing and coordinating people and tasks for reliable results.

3



Developing Staff

Coaching, training and growing employees so the whole team gets stronger.

4



Managing Performance

Setting standards, giving feedback and addressing issues fairly and consistently.

5



Managing Relations

Building trust, resolving conflict and sustaining a respectful workplace.

APPROACH TWO

The VLCT / PACIF Approach

An embedded, multipronged leader-development model — shaped by the realities of a small, rural, resource-constrained state.

350+

Members — 95% of eligible municipal entities

644K

Vermont residents statewide

~70

Residents per square mile — a rural state

How Did We Know There Was a Problem?

The gap doesn't announce itself in a report — it shows up in the questions members bring us.



We bought a new work-order system six months ago — but no one will use it.



An employee has had three backing incidents this winter. Is there anything I can do?



It's like high school around here. We have a gossip problem.



The highway supervisor is so difficult that three new hires quit in the past year.



I've heard rumors that a union is trying to organize our police department.



A department head just disclosed a personal relationship with her administrative assistant.

A Multipronged Approach to Leader Development

The challenge: delivering easily operationalized content to very small, resource-constrained organizations spread across a rural state.



Workplace Matters webinars

One hour over lunch, every other month — practical, bite-sized leadership content.



Functional-area leader groups

Managers, finance, recreation, public-safety leaders, VT Women Leading Government; PACIF-convened HR & highway supervisor groups.



1:1 leadership & HR coaching

Direct consultation and coaching when a member hits a real situation.



On-site trainings

Tailored people-leader training delivered on location at larger members.



Every one of these is a FREE benefit of PACIF membership.

VLCT / PACIF · IMPACT

Is It Working?

The honest answer: we can’t say precisely. It’s hard to measure the claims that never happened. But we’re elevating leadership concepts across the whole membership — and the leading indicators point the right way.

Rising demand for support

A high, growing daily flow of inquiries — more people asking the right questions and knowing when to seek help.

Strong attendance

Both in-person and virtual sessions draw consistent, strong turnout across the membership.

Lower outside-counsel spend

A measurable decrease in outside-counsel pre-loss consulting costs.



“More people asking the right questions — and knowing when to seek help.”

BRINGING IT TOGETHER

Two Pools, One Goal

Different tools for different realities — both built on the same conviction.

LGIT

A structured, expert-led course that certifies new supervisors on a defined five-module curriculum.

VLCT / PACIF

An embedded support model — webinars, peer groups and coaching woven into everyday member operations.

Supervisor development belongs at the center of a loss-control strategy — not at its edges.

Questions & Discussion

What does the supervisor-development gap look like in your members — and what would move the needle?

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