



R0384

Dear National Fire Academy Student:

By now you should have received your acceptance email notification from the National Emergency Training Center (NETC) Admissions Office for this course. If you have not, you are not enrolled in this course.

Congratulations on being selected into the U.S. Fire Administration's/National Fire Academy's (USFA's/NFA's) *Transitional Safety Leadership* (TSL) course. This 6-day course will challenge you to review your own safety leadership style within the context of a constantly changing operational risk environment. As a student, you will analyze and adapt tactics to implement the identification, mitigation, control, and protection measures from risks.

The course focuses on using the risk-management model in the health and safety aspects of emergency services operations. You will utilize current regulations, standards, and policies in order to demonstrate leadership, instilling a culture of personnel safety in both day-to-day and emergency response operations.

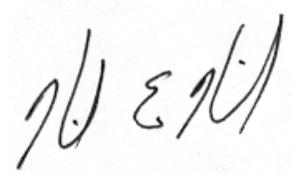
You will have opportunities to discover such topics as leading by example and current issues. You will also review case studies in order to develop individual and organizational strategies to demonstrate leadership in the reduction of responder injuries and deaths

Please do not make any travel arrangements to leave campus until after you and your classmates graduate. You will be provided lodging for Friday night after graduation.

We encourage the use of personal computers in the classroom. As increasing numbers of students and instructors are bringing laptop computers or other electronic devices to campus, you alone are responsible for the security and maintenance of your equipment. NFA cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. Classrooms are outfitted with surge protectors at each table for your convenience. Thumb drives or external hard drives used to bring course materials to class cannot be connected to FEMA property without being scanned for viruses. Due to time limitations for scanning, these devices cannot be larger than 8 GB. Anything over this amount will not be scanned and cannot be used. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows 7 and Office 2013 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Wayne Yoder, Curriculum Training Specialist, at (301) 447-1090 or email at wayne.yoder@fema.dhs.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirby Kiefer". The signature is written in a cursive style with some loops and flourishes.

Dr. Kirby Kiefer, Acting Superintendent
National Fire Academy
U.S. Fire Administration

Enclosure

MANAGING FIRE OFFICER PROGRAM DESCRIPTION

The National Fire Academy's (NFA's) Managing Officer Program is a multiyear curriculum that introduces emerging emergency services leaders to personal and professional skills in change management, risk reduction and adaptive leadership. Acceptance into the program is the first step in the student's professional development as a career or volunteer fire/Emergency Medical Services (EMS) manager, and includes all four elements of professional development: education, training, experience and continuing education.

The Managing Officer Program can help the potential students, as a first- or mid-level officer/supervisor, jump-start professional development early on in their career or volunteer service. The potential students will build on foundational management and technical competencies, learning to address issues of interpersonal and cultural sensitivity, professional ethics, and outcome-based performance.

On completion of the program, the potential students will:

- Be better prepared to grow professionally, improve their skills, and meet emerging professional challenges.
- Be able to embrace professional growth and development in their career.
- Enjoy a national perspective on professional development.
- Understand and appreciate the importance of professional development.
- Have a network of fire service professionals who support career development.

The Managing Officer Program will consist of:

- Five prerequisite courses (online and classroom deliveries in your state).
- Four courses at the NFA in Emmitsburg, Maryland.
- A community-based capstone project.

A certificate of completion for the Managing Officer Program is awarded after the successful completion of all courses and the capstone project.

COURSE OVERVIEW

The *Transitional Safety Leadership* course utilizes a Human Dynamics approach to understanding people and identifying someone's personality dynamic. Understanding those dynamics assist the manager in implementing safety practices and procedures into the emergency responders' daily lives. In the course, the managing officers identify their own personality dynamic through engaging in a process of self-discovery, not through filling out a form. By being active participants in the process, they come to know themselves more fully and deeply and own their conclusions. They also learn to recognize the personality dynamics of others through training in sensitive observation, listening and participation skills that they can use anywhere at any time, and which frequently become a kind of second nature. Their capacities for understanding human interactions are permanently enhanced.

COURSE GOAL, OBJECTIVES AND LEARNING OUTCOMES

The course will assist and challenge the managing officer to influence and lead safety in a transitional workplace environment through ongoing research, self-discovery and reflection.

The information and experiences provided in this course will enable you to meet specific objectives. As a result, you will:

- Analyze critical issues that impact responder safety.
- Analyze internal influences on responder safety.
- Evaluate skills that can be used to influence safety in your organization.
- Through self-discovery and personal reflection, the students will demonstrate safety leadership by identifying, analyzing and creating appropriate strategies to address a safety issue at their level in their workplace environment.
- Determine how normalization of deviance can impact safety in an organization.
- To identify the different kinds of mindsets that lead to mistakes and what types of mindsets allow us to learn from our mistakes.
- Identify the shared values and behaviors that contribute to the unique social and psychological environment of a fire-service safety-minded organization.
- Analyze how leadership plays a role into being a risk taker or risk avoider and how attitudes and behaviors affect outcomes.
- Using a situational awareness management, OODA model, determine a course of action for a given scenario.
- Using a risk-sequencing model, identify factors that lead to injuries or line-of-duty deaths.
- Determine your personal safety leadership commitment to risk management.
- Define Transaction Analysis and the meaning of “voice” as a frame of reference.
- Determine the appropriate voice for effective communication.
- Apply the Transactional Analysis concepts to increase your sphere of influence and reinforce safe workplace environments.
- Identify the need for change.
- Complete a SWOT analysis.
- Identify attitudes and behaviors that can become barriers to change.
- Create strategies to address resistance to change in a dynamic workplace environment.
- Identify the leader’s role in implementing change that improves safety.
- Define Human Dynamics.
- Assess how Human Dynamics can impact safety.
- Determine how human traits may influence the workplace safety environment.

PRECOURSE ASSIGNMENT

I.

Prior to the course date, identify one safety-related issue that is currently facing your workplace environment. The final course assignment is to develop a plan to assist the student/leader to address and identify a safety issue in their current workplace environment and make positive change.

To identify the appropriate safety issue, the student must, through appropriate data collection, justify the need to make the important safety change. The student must do the appropriate research to document the specific need to do an environmental scan and SWOT analysis on the safety issue to identify the appropriate safety-change initiative strategies.

The student must bring all documentation and justification to allow them to collect the appropriate analysis of the safety-related issue.

Documentation can include NFIRS data, accident or near miss reports, accident and injury data, U.S census data, local, regional or national statistics, etc.

II.

Please bring to class your organization's vision, mission, value and risk statements. These official documents should be reviewed before the course and will be used in the course to support the content and skills taught in your selected final student assignment and other student activities. During the course, you will be examining these materials.

III.

Please download the *FA-342/April 2015 U.S. Fire Administration National Safety Culture Change Initiative*. The web link to appropriately download the document as follows:

http://www.usfa.fema.gov/downloads/pdf/publications/fa_342.pdf

This new informative official report should be reviewed before the course and will be used in the course to support the content and skills taught regarding the need to change the culture of emergency services. The educational concepts in the report will be identified and applied throughout the course.

IV.

Please download the following NIOSH reports:

- *Career Helitack Fire Fighter Dies in Burnover During an Initial Attack at a Wildland Fire Operation – California* (September 12, 2004).
- *Charleston Sofa Fire. Nine Career Fire Fighters Die in Rapid Fire Progression at Commercial Furniture Showroom – South Carolina* (February 11, 2009).

- Worcester Cold Storage Fire. *Six Career Fire Fighters Killed in Cold-Storage and Warehouse Building Fire – Massachusetts* (September 27, 2000).
- Phoenix Bret Traver Supermarket Fire. *Supermarket Fire Claims the Life of One Career Fire Fighter and Critically Injures Another Career Fire Fighter – Arizona* (July 25, 2002).
- Connecticut Apparatus crash. *A Career Captain Dies and a Fire Fighter/Driver is Seriously Injured When Two Fire Trucks Collide at an Intersection – Connecticut* (June 23, 2009).

The web link to appropriately download the document as follows:

<http://www.cdc.gov/niosh/fire/>

These official NIOSH Line-of-Duty Death reports should be reviewed before the course and will be used in the course to support the content and skills taught regarding the need to change the current mindset and human dynamics of emergency services in regards to safety. The educational concepts covered in the report will be identified and applied throughout the course activities.