



**FEMA**



# National Fire Academy

**W0805 – Leadership III for Fire and EMS: Strategies for Supervisory Success**  
**Version: 3rd Edition, 5th Printing, October 2013**

**Quarter:**

**ACE Credit: In the lower-division baccalaureate/associate degree category, 1 semester hour in fire service administration or public administration.**

**IACET Continuing Education Units: 1.2**

**Length of Course: 2 Days (16 contact hours)**

**Prerequisite: None**

**Curriculum: Leadership and Executive Development**

**Training Specialist: Kevin Brame**

**Instructor:**

**Instructor email/phone:**

**Classroom: J-**

**Meeting Time: 8 AM – 5 PM**

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## Course Description (Catalog)

W0805 – “Leadership III for Fire and EMS: Strategies for Supervisory Success.” This two-day course provides the company officer with the basic leadership skills and tools to perform effectively in the fire service environment. The course covers when and how to delegate to subordinates, assess personal leadership styles through situational leadership, discipline subordinates, and apply coaching/motivating techniques.

## **Student Qualifications (Primary and Secondary Audience)**

\* Line fire officers, unit commanders, or program supervisors.\* Fire or rescue personnel due for promotion/appointment to officer rank or supervisory position within 6 months.\* Training officers, staff, or administrative officers of fire and rescue organizations.

## **Course Scope (Goal)**

## **Course Objectives (Course Learning Outcomes – TLOs)**

## **Course Delivery Method**

The National Fire Academy (NFA) offers specialized training courses and advanced management programs of national impact in an academic classroom environment [on campus at the National Emergency Training Center \(NETC\) in Emmitsburg, Maryland](#). This classroom course is designed for the national level fire service officer from State and local fire service organizations. During this 2-day delivery, students will reside in dormitories provided on campus with classes conducted in classrooms designed for critical student/instructor interaction. All course materials are designed for interactive classroom environments, in either paper notebook or electronic formats.

## **Course Schedule**

The purpose of the course schedule is to give you, at a glance, the required preparation, activities, and evaluation components of your course.

### **MODULES**

Situational Leadership

Delegating

Coaching

Discipline at the Unit Level

## **Course Resources (Instructional Materials)**

In order to be fully prepared, obtain a copy of the required textbooks and other instructional materials prior to the first day of class.

### **Required Readings**

The student must complete required readings during the course to be able to thoughtfully participate in discussions and activities.

None.

### **Suggested Reading/Resources**

Suggested readings and resources are not evaluated, but may enhance the student's understanding, serve as additional sources for citation and promote discussion of course material.

None.

### **Required Resources (Course Textbook)**

Student Manual.

### **Supplemental Resources (Supplemental Course Textbook)**

None.

## **Grading Methodology (Evaluation Procedures)**

The required performance to successfully complete the course is attained by completing the class with a letter grade of a "C" or higher.

<b>Letter Grade</b>	<b>Point Range</b>
A	90-100
B	80-89
C	70-79
F	69 or lower

## **Required Reading Assignments**

Student completion of reading assignments will be done via evaluation of their class participation and will not be a separately graded activity.

## **Suggested Readings**

Suggested readings are not evaluated, but may enhance the student's understanding and promote discussion of course material.

## **Course Outline**

### **Situational Leadership**

#### **Objectives**

The students will:

1. Identify two basic leader behaviors.
2. Identify four leadership styles.
3. Identify four development levels of followers.
4. Describe the relationship between development level and leadership style.
5. Demonstrate diagnostic skills for choosing an appropriate leadership style for a given development level of a follower.
6. Identify how to provide direction and support to followers and deal with difficulties encountered by followers.

### **Delegating**

#### **Objectives**

The students will:

1. Define delegation.
2. Identify the benefits derived from effective delegation.
3. Identify the barriers that prevent effective delegation.
4. Identify the nine principles of effective delegation.
5. Identify the consequences of reverse delegation.

## **Coaching**

### **Objectives**

The students will:

1. Identify characteristics of effective coaches.
2. Identify the similarities between effective coaches and effective leaders.
3. Identify four critical coaching techniques.
4. Match coaching techniques with subordinate performance.

## **Discipline at the Unit Level**

### **Objectives**

The students will:

1. Identify the value of positive discipline.
2. Describe how to use discipline to correct improper employee behavior.
3. Describe how to apply discipline consistently, fairly, and impartially.
4. Identify the value of progressive discipline.

## **Policies**

### **Class Attendance and Cancellation Policy**

#### **Attendance**

- You are required to attend all sessions of the course. If you do not, you may not receive a certificate.
- If you need to depart the training facility early and miss any portion of the course, you must make the request in writing to the sponsoring agency (e.g., State training director, etc.). The State training director may waive the attendance requirement in order to accommodate you with extraordinary circumstances as long as you complete all course requirements.

## **Student Substitutions**

Substitutions for NFA courses are made from waiting lists; your fire department can't send someone in your place.

## **Cancellations or No-Shows**

NFA's mission for delivery of courses is impaired significantly by cancellations and no-shows. It is very difficult and costly to recruit students at the last minute. Currently there is a two-year ban on student attendance for students who are no-shows or cancel within 30 days of the course start date without a valid reason. If you receive such a restriction, your supervisor needs to send a letter to our Admissions Office explaining the cancellation/no-show.

## **Course Failure**

You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

## **Student Code of Conduct Policy**

Students, instructors and staff are expected to treat each other with respect at all times. Inappropriate behavior will not be tolerated.

## **Writing Expectations**

Student writing will conform to the generally accepted academic standards for college papers. Papers will reflect the original work of the student and give appropriate credit through citations for ideas belonging to other authors, publications or organizations. Student written work should be free of grammatical and syntax errors, free of profanity or obscene language or ideas, and reflect critical thinking related to the course subject matter.

## **Citation and Reference Style**

Attention Please: Students will follow the APA, Sixth Edition as the sole citation and reference style used in written work submitted as part of coursework to NFA. Assignments completed in a narrative essay, composition format, abstract, and discussion posts must follow the citation style cited in the APA, Sixth Edition.

## **Late Assignments**

All assignments must be turned in by the established deadline. Late submissions could result in a 10 percent decrease in grade.

## **Disclaimer Statement**

Course content may vary from the outline to meet the needs of this particular group.

## **Grading**

Please review the above grading methodology that explains how grades will be awarded. Students who do not complete the entire course will be awarded an Incomplete (I) grade. In accordance with National Fire Academy academic policies, an Incomplete (I) grade must be removed by the end of the next semester following the course, or it automatically becomes a Failing (F) grade.

If you fail an on-campus course, you will not be issued a stipend for that course. You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

[http://www.usfa.fema.gov/training/nfa/admissions/student\\_policies\\_campus\\_information.html](http://www.usfa.fema.gov/training/nfa/admissions/student_policies_campus_information.html)

## **Academic Honesty**

Students are expected to exhibit exemplary ethical behavior and conduct as part of the NFA community and society as a whole. Acts of academic dishonesty including cheating, plagiarism, deliberate falsification, and other unethical behaviors will not be tolerated.

Students are expected to report academic misconduct when they witness a violation. All cases of academic misconduct shall be reported by the instructor to the State training director or host agency and to the NFA Training Specialist.

If a student is found to have engaged in misconduct and the allegations are upheld, the penalties may include, but are not limited to one or a combination of the following:

- expulsion,
- withholding of stipend or forfeiture of stipend paid,
- exclusion from future classes for a specified period; depending on the severity it could range from 1-10 years, and/or
- forfeiture of certificate for course(s) enrolled in at NETC.

Refer to NFA-specific Standard Operating Procedure 700.1 – *Academic Code of Conduct and Ethics* for more information.