



FEMA

R0810

Dear National Fire Academy Student:

Congratulations on your acceptance into the U.S. Fire Administration's/National Fire Academy's (USFA's/NFA's) Volunteer Incentive Program *Leadership and Administration* (LA) course. We look forward to your arrival, and hope to provide you with a rewarding learning experience. Please review and complete the enclosed pre-course materials.

It is important to note that this is a 6-day course, and the first day of class will begin on Sunday at approximately 8:30 a.m. just after orientation. Orientation will normally commence at 8 a.m.; however, make sure you confirm this when you check in. Subsequent classes will meet daily from 8 a.m. to 5 p.m., with graduation occurring on Friday at 4 p.m. Because of this schedule you will be provided lodging for Friday night. Evening classes may be required.

End-of-class graduation ceremonies are an important part of the course, and you are expected to attend. Please do not make any travel arrangements to leave campus until after you and your classmates graduate.

The course materials for this course are now available in a Bring Your Own Device (BYOD) format which will function on any electronic device. If you own an electronic device (laptop computer, tablet, etc.) and are familiar with its document reader functions, we are asking you to download the Student Manual (SM) **before you travel to Emmitsburg** and bring the preloaded device with you. Please see the page following this letter for complete instructions on successfully downloading your course materials. Please note: If you plan to bring/use an iPad, you may experience issues saving/storing/printing course assignments since there is no USB/thumb drive capacity for these devices.

For your information, the NFA classroom environment is PC based. 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. The Academy 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 2010 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Kevin Brame, Executive Development Curriculum Training Specialist at (301) 447-1069 or email at [kevin.brame@fema.dhs.gov](mailto:kevin.brame@fema.dhs.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Dr. Kirby Kiefer".

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

Enclosure

## **National Fire Academy Bring Your Own Device (BYOD) Course Materials/Download Instructions**

The **first step** is to download ADOBE Reader to your device. This will enable you to read and manipulate the course materials. ADOBE Reader can be used to comment and highlight text in Portable Document Format (PDF) documents. It is an excellent tool for note-taking purposes.

### **For Laptops and Computers**

ADOBE Reader can be downloaded from [www.adobe.com/downloads/](http://www.adobe.com/downloads/). It is a free download. Please note that depending on your settings, you may have to temporarily disable your antivirus software.

### **For Tablets and Other Similar Hand-Held Devices**

ADOBE Reader can be downloaded onto devices such as iPads, android tablets, and other hand-held devices. ADOBE Reader for these types of devices can be found in the device's Application Store using the search function and typing in "ADOBE Reader." Follow the instructions given. **It is a free application.** Note: In order to have the editing capabilities/toolbar, the document needs to be "opened with ADOBE Reader." There should be a function on your device to do this.

After you have successfully downloaded the ADOBE Reader, please use the following Web link to download your R0810, *Leadership and Administration (LA) Student Manual (SM)*. (You may copy/paste this link into your Web browser.)

[http://nfa.usfa.dhs.gov/ax/sm/sm\\_r0810.pdf](http://nfa.usfa.dhs.gov/ax/sm/sm_r0810.pdf)

Note: Please make sure you download the ADOBE Reader first. To open the SM, you will need to open the ADOBE Reader and then open the SM through the ADOBE Reader in order for the note-taking tools to work properly.

If you need assistance, please contact [nfaonlinehelp@fema.dhs.gov](mailto:nfaonlinehelp@fema.dhs.gov).



R0810

Dear *Leadership and Administration* Student:

Congratulations on your acceptance into the National Fire Academy Volunteer Incentive Program *Leadership and Administration* course. The following instructions will help you prepare for the course:

- 1) It is essential that each student have a fundamental understanding of the leadership principles presented in the book *Leadership On The Line*, by authors Ronald A. Heifetz and Marty Linsky. This can be achieved by reading either of the following publications prior to the first day of class:

The article *A Survival Guide For Leaders* by Ronald A. Heifetz and Marty Linsky. The article will be mailed to you 4 to 6 weeks prior to the start of class.

OR

The book *Leadership On The Line* by Ronald A. Heifetz and Marty Linsky. The book can be purchased in many local and online bookstores for around \$25.

- 2) Carefully read the enclosed instructions regarding identification of an individual who is external to your fire/emergency services organization, and provide the requested information as soon as possible. This memo should be located on the next page.
- 3) Complete the pre-course questionnaire, pages 1 – 5, and bring the questionnaire to class on the first day.
- 4) Please bring examples with you of any of the materials listed on page 6, if available.
- 5) After reading *A Survival Guide For Leaders*, complete the questions on pages 7 – 9 below and bring your completed responses to the first day of class.

Sincerely,

A handwritten signature in black ink, appearing to read "K. Brame".

Kevin Brame  
Training Specialist  
Executive Development Curriculum



**FEMA**

R0810

Dear *Leadership and Administration* Student:

As a required pre-course activity, we are requesting that you identify an individual that is external to your fire/emergency services organization who may have some form of oversight (directly or indirectly) to your organization. Volunteer emergency services organizations provide fire and other emergency services to many types of communities, so the exact title and role of this individual will vary.

Examples could include a mayor, borough manager, district board chairperson, city manager, township administrator, supervisor, or fire authority head. Depending on your situation, your organization may function independently and autonomously from the jurisdiction that your department serves. In either case, we ask that you identify an individual who publicly influences your organization but is not an official within the fire/emergency services organization.

It is important that you communicate the name of this individual with contact information to Ms. Roxane Strayer as soon as possible, but **no later than 2 weeks** prior to the start of the class. The ideal manner to transmit this would be via email. Ms. Strayer's email address is [roxane.strayer@fema.dhs.gov](mailto:roxane.strayer@fema.dhs.gov) or please call her at (301) 447-1642.

Thank you for assisting us with this activity.

Sincerely,

A handwritten signature in black ink, appearing to read "K. S. Brame".

Kevin Brame  
Training Specialist  
Executive Development Curriculum

**LEADERSHIP AND ADMINISTRATION**  
**PRE-COURSE QUESTIONNAIRE**

Instructions:

In the space provided under each question, make some brief written notes of ideas and answers that occur to you. Please be realistic in your written responses.

These questions focus on some of the problems and needs faced by your organization. Hopefully, the course will provide you with tools to deal with them. These questions will form the basis of discussion throughout the course and advance thought will lead to a more fruitful discussion. Your in-class responses will be voluntary.

1. What do you believe are the three most critical problems emergency services organizations face today?

A.

B.

C.

2. What are the three most critical problems facing **your** organization today?

A.

B.

C.

3. Which of the following services are provided by your organization? (Check all that apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Suppression                   | <input type="checkbox"/> Disaster response              |
| <input type="checkbox"/> Hazardous materials incidents | <input type="checkbox"/> Public education               |
| <input type="checkbox"/> EMS                           | <input type="checkbox"/> Fire prevention                |
| <input type="checkbox"/> Rescue                        | <input type="checkbox"/> Code enforcement or inspection |
| <input type="checkbox"/> Structural                    | <input type="checkbox"/> Arson investigation            |
| <input type="checkbox"/> Vehicle                       | <input type="checkbox"/> Public relations               |
| <input type="checkbox"/> Confined space                | <input type="checkbox"/> Open houses                    |
| <input type="checkbox"/> Trench                        | <input type="checkbox"/> Blood drives                   |
| <input type="checkbox"/> High-angle                    | <input type="checkbox"/> Non-emergency services         |
| <input type="checkbox"/> Water                         | <input type="checkbox"/> Animal rescue                  |
| <input type="checkbox"/> Transportation                | <input type="checkbox"/> Flooding                       |
| <input type="checkbox"/> Industrial                    | <input type="checkbox"/> Lock in or out                 |
| <input type="checkbox"/> Farm                          | <input type="checkbox"/> List others                    |
| <input type="checkbox"/> Wilderness                    | <input type="checkbox"/> List others                    |

4. What are the three most frequent types of responses made by your organization?

A.

B.

C.

5. What have been the three most serious incidents that your organization has responded to in the last three years?

A.

B.

C.

6. Do you consider the services provided to the community by your organization to be outstanding? Adequate? In need of improvement? Why?





## **Materials**

*Please bring examples of any of the following materials that you have available to the course with you.*

### **Single copy:**

- Your department's budget and annual financial report
- The Mission Statement for your department
- Marketing information
- Listing of organizations your department has formally or informally identified as partners
- Grant related materials
- Revenue raising ideas

**If your organization has developed any of the following items please bring them to class with you. If you are able to provide 30 copies for the class, please do so.**

- Recruitment materials
- Retention items (for example, a benefits list)
- Any other item you would like to share with your peers

**Study Questions:**  
**"A Survival Guide for Leaders"**  
**by**  
**Ronald A. Heifetz and Marty Linsky**

1. What is the difference between a technical challenge and an adaptive challenge?

Technical challenge:

Adaptive challenge:

2. Provide at least one example of each type of challenge from your experiences in the emergency services organization.

Technical challenge:

Adaptive challenge:

3. Cite at least three ways to manage opposition to your initiative(s).

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4. What are some of the dangers within a leader's being that can derail that leader's efforts?

How can these dangers be avoided or conquered?

5. What are the leadership actions that cause change to be sustainable and not just temporary?

6. Why risk being a leader?

## **Materials to Bring with You to the National Fire Academy**

*Please bring examples of recruiting materials (posters, videos, public service announcements, etc.) your department uses or has successfully used in the past.*

*Please bring a copy of your department's budget and annual financial report.*

*Please bring a copy of your department's Mission Statement.*