



National Fire Academy

F0760 – New Fire Chief: Challenging Issues
Version: 1st Edition, 5th Printing, February 2018

Quarter:

ACE Credit: In the lower-division baccalaureate/associate degree category, one semester hour in Fire Science.

IACET Continuing Education Units: 0.0

Length of Course: 2 Days (11 hr., 10 min. 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

Table of Contents

Course Description	Course Resources
Primary and Secondary Audience	Evaluation Procedures
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	

Course Description (Catalog)

F0760 – “New Fire Chief: Challenging Issues.” This course is designed to develop the managerial, administrative and leadership skills necessary for the first time fire chief and chief officer who desire a leadership position in their department. This course addresses critical knowledge and skills pertaining to the responsibilities of a fire chief including such topics as local politics and the role of the chief officer, liability and risk management, resources and items of knowledge needed to become a first time leader in a new position in their agency.

Student Qualifications (Primary and Secondary Audience)

The primary audience is the new fire chief in volunteer or combination departments. The secondary audience includes new career fire chiefs in larger departments, department leaders who may become fire chiefs, and local government administrators and elected officials who are involved in the administration of a fire department.

Course Scope (Goal)

The goal of this course is to develop the managerial, administrative, and leadership skills necessary for the new fire chief to effectively meet his/her obligations.

This 2-day course addresses critical knowledge and skills pertaining to the responsibilities of a fire chief; the nature of local politics and the fire chief's role in local politics; and liability and risk management issues and resources available to help the new fire chief meet his/her responsibilities.

Course Objectives (Course Learning Outcomes – TLOs)

After successfully completing this course, you will be able to accomplish the following:

- Explain the fire chief's scope of duties.
- Explain how a successful fire chief navigates the local political environment to effectively influence public policy.
- Explain the fire chief's role in identifying and minimizing the legal liabilities of the organization/jurisdiction.
- Describe resources available to them in the performance of their official duties.

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](#) and through their State, local, tribal, and US territories training partners. 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.

DAY 1	DAY 2
Introduction, Welcome, and Administrative	Unit 3: Liability/Risk Management (cont'd)
<i>Break</i>	<i>Break</i>
Unit 1: Responsibilities of the Fire Chief Activity 1.1: Leadership Issues	Unit 3: Liability/Risk Management (cont'd)
<i>Break</i>	<i>Break</i>
Unit 1: Responsibilities of the Fire Chief (cont'd) Unit 2: Politics	Unit 3: Liability/Risk Management (cont'd)
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 2: Politics (cont'd) Activity 2.1: Establishing and Maintaining Political Influence	Unit 3: Liability/Risk Management (cont'd) Activity 3.3: Identifying Effective Risk Management Measures
<i>Break</i>	<i>Break</i>
Unit 2: Politics (cont'd) Unit 3: Liability/Risk Management	Unit 4: Toolbox/Resources Activity 4.1: Using Resources
<i>Break</i>	<i>Break</i>
Unit 3: Liability/Risk Management (cont'd) Activity 3.1: Identifying Liabilities #1	Unit 4: Toolbox/Resources (cont'd) Final Exam and Course Evaluation
Unit 3: Liability/Risk Management (cont'd) Activity 3.2: Identifying Liabilities #2	

Note: Times listed reflect approximate instructional time blocks and may be adjusted to meet individual course preferences.

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.

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

EXAMINATION ADMINISTRATION PROCEDURES

Students will be given exams at the end of the class, and only the instructor will grade the exams. While the exams are being graded by the instructor, students will be asked to complete end-of-course evaluations.

Exams are to be completed individually and not as a group or a group activity, unless specifically directed within the instructor guide for the specific course. Students should use pencils to complete answer sheets if bubble sheets and a scoring key overlay are being used.

There should only be one answer for any given question marked by the student. A question with multiple answers is considered incorrect. Please mark number of incorrect answers on completed exam sheets, record score (percentage), and mark the appropriate letter grade.

Transfer the letter grades to the corresponding student name on the course roster.

If a student does not obtain a passing grade on the first attempt, the instructor will provide remediation¹ prior to a retest. Students who do not pass the first exam will be allowed to take one retest of a new exam before departing from the class. A second failure will result in a grade of "F" being recorded on the grade roster.

Once all exams have been graded, instructors should review the exam as a group.

In the event of unusual events (storm, fire response, family emergency) or early departure, the host agency or state representative may be asked to proctor the exam at a later date. The instructor is responsible to notify the Training Specialist as soon as practical of the situation and name of person responsible for the exams and testing process.

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

Unit 1: Responsibilities of the Fire Chief (Day 1)

Objectives

Terminal Objective

The students will be able to explain the fire chief's scope of duties.

Enabling Objectives

The students will be able to:

1. Define the fire chief's role.
2. Explain the fire chief's 10 responsibilities.
3. Describe five performance areas for which a fire chief is held accountable.
4. Differentiate between the leadership roles of the fire chief and subordinate positions.
5. Explain the nine leadership behaviors of successful fire chiefs.

Unit 2: Politics (Day 1)

Objectives

Terminal Objective

The students will be able to explain how a successful fire chief navigates the local political environment to effectively influence public policy.

Enabling Objectives

The students will be able to:

1. Define politics and public policy in the local environment.
2. Define the local political organization.
3. Identify the local formal and informal power base(s).
4. Differentiate power from influence.
5. Explain the role of collaboration and negotiation in the political process.

6. Identify four leadership principles necessary to be effective in a political environment.
7. Explain how to effectively build and maintain political equity.
8. Identify the eight steps of effective change management.
9. Explain the fire chief's role relative to the local political process and public policy.

Unit 3: Liability/Risk Management (Day 1)

Objectives

Terminal Objective

The students will be able to explain the fire chief's role in identifying and minimizing the legal liabilities of the organization/jurisdiction.

Enabling Objectives

The students will be able to:

1. Identify the legal authority and any constraints relative to the provision of local emergency services.
2. Identify six operational liabilities.
3. Identify four workplace liabilities.
4. Identify three fiduciary liabilities.
5. Identify three environmental liabilities.
6. Explain statutory immunity.
7. Describe three potential consequences of liabilities.
8. Define risk management.
9. Identify six elements of an effective risk management program.

Unit 4: Toolbox/Resources (Day 2)

Objectives

Terminal Objective

The students will be able to describe resources available to them in the performance of their official duties.

Enabling Objectives

The students will be able to:

1. Describe the types of resources commonly used by a fire chief.
2. Describe four U.S. Fire Administration (USFA) resources or other resources that pertain to operational issues.
3. Describe four USFA resources or other resources that pertain to administrative issues.

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.

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 following rubrics that explain 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.

https://www.usfa.fema.gov/training/nfa/admissions/student_policies.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,
- 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.