



FEMA



National Fire Academy

F0761 – New Fire Chief: Administrative Issues

Version: 1st Edition, 2nd Printing, May 2015

Quarter:

ACE Credit: In the lower-division baccalaureate/associate degree category, 1 semester hour in Fire Science.

IACET Continuing Education Units: Pending

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)

F0761 – “New Fire Chief 2: Administrative Issues.” The goal of is this course is to provide students the managerial, administrative and leadership skills and awareness necessary for new or recently appointed or elected Chiefs to effectively meet their obligations of the position.

Student Qualifications (Primary and Secondary Audience)

The target audience for the “New Fire Chief 2: Administrative Issues” course is new or recently appointed or elected fire chiefs in volunteer, combination or career departments, as well as Emergency Medical Services (EMS). The secondary audience is department leaders who may

become fire chiefs and local government administrators and elected officials who are involved in the administration of a fire department or EMS service.

Course Scope (Goal)

The goal of this course is to provide the students with the managerial, administrative, and leadership skills and awareness necessary for new, or recently appointed or elected, fire chiefs to effectively meet their obligations.

The aim of the course is to address critical knowledge and skills pertaining to the responsibilities of a fire chief or EMS manager, the nature of local politics and the organization's leadership role in local politics, and liability and risk management issues and resources available to help the new fire chief meet his or her responsibilities.

Course Objectives (Course Learning Outcomes – TLOs)

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

- Implement and sustain an effective strategic plan.
- Describe the key elements of financial accountability and effective fiscal planning, budgeting, procurement and property management to support long-term fiscal sustainability.
- Develop viable solutions to human resource management issues consistent with federal and state laws, regulations, and best human resource management principles and practices.

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, and tribal training partners. This classroom course is designed for the national level fire service officer from State and local fire service organizations. 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 2: Financial Management (cont'd) Activity 2.1: Capital Budget Planning
<i>Break</i>	<i>Break</i>
Unit 1: Planning Activity 1.1: Analyze This	Unit 2: Financial Management (cont'd)
<i>Break</i>	<i>Break</i>
Unit 1: Planning (cont'd) Activity 1.2: Mission Statement Activity 1.3: Using Success Indicators for Strategic Modeling	Unit 3: Human Resource Management
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 1: Planning (cont'd) Activity 1.4: Gap Analysis	Unit 3: Human Resource Management (cont'd) Activity 3.1: General Perceptions and Experiences in the Workplace
<i>Break</i>	<i>Break</i>
Unit 1: Planning (cont'd) Unit 2: Financial Management	Unit 3: Human Resource Management (cont'd) Activity 3.2: Developing a Solution to a Human Resource Management Issue Final Exam and Course Evaluation

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)

Each student will be assessed on the last day of class with one of two versions of the final examination. Each written evaluation will consist of a minimum of 30 questions.

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

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: Planning (Day 1)

Objectives

Terminal Objective

The students will be able to:

- 1.1 Implement and sustain an effective strategic plan.

Enabling Objectives

The students will be able to:

- 1.1 Describe four types of analytical strategies.
- 1.2 Explain what strategic planning means.
- 1.3 Differentiate between goals and objectives.
- 1.4 Define performance analysis.
- 1.5 Identify the resources needed to create an effective strategy.
- 1.6 Use formats described in this unit to develop an implementation plan.
- 1.7 Create a strategic plan.
- 1.8 Describe how to sustain the strategic plan.

Unit 2: Financial Management (Day 1)

Objectives

Terminal Objective

The students will be able to:

- 2.1 Describe the key elements of financial accountability and effective fiscal planning, budgeting, procurement and property management to support long-term fiscal sustainability.

Enabling Objectives

The students will be able to:

- 2.1 Identify four elements of effective financial management that facilitate long-term fiscal stability.
- 2.2 Identify federal and state laws and regulations relating to fiscal accountability for fire and Emergency Medical Services (EMS) agencies.
- 2.3 Explain the key steps involved in developing a balanced organizational budget.
- 2.4 Describe at least five elements of effective procurement policies and procedures.

Unit 3: Human Resource Management (Day 2)

Objectives

Terminal Objective

The students will be able to:

- 3.1 Develop viable solutions to human resource management issues consistent with federal and state laws, regulations, and best human resource management principles and practices.

Enabling Objectives

The students will be able to:

- 3.1 Identify federal and state human resource management laws and regulations that apply to fire and Emergency Medical Services (EMS) agencies.

- 3.2 Explain the role and benefits of written human resource management policies and procedures.
- 3.3 Describe six effective fire and EMS agency recruitment and retention strategies.
- 3.4 Describe the six elements involved in building and maintaining an effective work environment.
- 3.5 Describe the process for holding employees accountable to acceptable behaviors and performance.

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, and your stipend may be denied.
- If you need to depart campus early and miss any portion of the course and/or graduation, you must make the request in writing to the NFA training specialist. The training specialist, in collaboration with the superintendent, may waive the attendance requirement in order to accommodate you with extraordinary circumstances as long as you complete all course requirements. If you receive approval for departing early, you must forward the approval to the Admissions Office so your stipend reimbursement is not limited.

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

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.

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 and may result in removal from campus and denial of stipends.

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

Students are expected to submit classroom assignments by the posted due date (11:59 p.m. EDT/EST) and to complete the course according to the published class schedule. As adults, students, and working professionals, you must manage competing demands on your time. Discussion board postings submitted within 3 days after the submission deadline will receive up to a 20% deduction. Those that do not submit their discussion board postings within this timeline will receive a "0" grade for the week. Final assignment papers will not be accepted after the deadline. Any paper submitted after the deadline will receive a "0" grade for that assignment.

Netiquette

Online learning promotes the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a professional learning setting – basic academic rules of good behavior and proper "Netiquette" must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the forum of others.

- Technology Limitations. While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The NFA Online classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- Humor Note. Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺ .

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

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 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.