



**FEMA**



# National Fire Academy

**F0762 – New Fire Chief: Contemporary Issues  
Version: 1st Edition, 2nd Printing, October 2014  
Quarter:**

**ACE Credit: In the lower-division baccalaureate/associate degree category, 1 semester hour in Fire Science or Fire Management.  
IACET Continuing Education Units: 1.3**

**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)

F0762 – “New Fire Chief III: Contemporary Issues.” This course will develop the managerial skills, leadership skills, and contemporary issues and awareness necessary for new or newly appointed or elected fire chiefs to effectively meet their obligations. The course will help to develop knowledge, skills, and attitudes necessary for them to perform effectively now and in the future.

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

The target audience for the “New Fire Chief III: Contemporary Issues” (NFC III: CI) course is newly or recently appointed or elected fire chiefs in volunteer, combination or career departments. The secondary audience is departmental leaders who may become fire chiefs, local government administrators and elected officials, including fire district commissioners, board members, etc.

Students are recommended to take the “New Fire Chief 2: Administrative Issues” (NFC 2: AI) course before taking this course.

## **Course Scope (Goal)**

This course will develop the managerial skills, leadership skills, and contemporary issues awareness necessary for newly appointed or elected fire chiefs to effectively meet their obligations. Essentially, this course will help them develop the knowledge, skills and attitudes necessary for them to perform effectively now and in the future.

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

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

- Explain collaborative partnerships and their benefit to the new fire chief and/or Emergency Medical Services (EMS) managers.
- Identify techniques of leadership as they relate to change management, professional development, work ethics and setting priorities.
- Identify the different types of services that the fire department performs and how these services benefit their stakeholders.
- Develop an effective capital asset acquisition plan.

## **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.

<b>DAY 1</b>	<b>DAY 2</b>
Introduction, Welcome and Administrative	Unit 3: Community Engagement
<i>Break</i>	<i>Break</i>
Unit 1: Collaboration and Cooperation	Unit 3: Community Engagement (cont'd) Activity 3.1: Annual Community Engagement Plan
<i>Break</i>	<i>Break</i>
Unit 1: Collaboration and Cooperation (cont'd) Activity 1.1: Establishing Effective Partnerships Activity 1.2: Benefits and Drawbacks of Consolidation	Unit 3: Community Engagement (cont'd) Activity 3.2: Frequently Asked Questions Unit 4: Capital Asset Planning and Acquisition
<i>Lunch Break</i>	<i>Lunch Break</i>
Unit 2: Leadership and Management Activity 2.1: Identifying Challenges in a Multigenerational Workplace	Unit 4: Capital Asset Planning and Acquisition (cont'd)
<i>Break</i>	<i>Break</i>
Unit 2: Leadership and Management (cont'd) Activity 2.2: Examining Organizational Change Management Activity 2.3: Leadership Balance Self-Examination	Unit 4: Capital Asset Planning and Acquisition (cont'd) Activity 4.1: Developing a Capital Asset Acquisition Plan Exam and 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 the final examination which consists 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.

<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**

### **Unit 1: Collaboration and Cooperation (Day 1)**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 1.1 Explain collaborative partnerships and their benefit to the new fire chief and/or Emergency Medical Services (EMS) managers.

#### **Enabling Objectives**

The students will be able to:

- 1.1 Define collaboration and cooperation.
- 1.2 List two internal partners and two external partners.
- 1.3 Identify two collaborative partnerships currently within your organization.
- 1.4 Identify two potential, external collaborative partnerships.
- 1.5 Describe three types of consolidations and any changes that may occur.

### **Unit 2: Leadership and Management (Day 1)**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 2.1 Identify techniques of leadership as they relate to change management, professional development, work ethics and setting priorities.

### **Enabling Objectives**

The students will be able to:

- 2.1 Identify the benefits of change management and succession planning.
- 2.2 Identify professional development opportunities to meet certification and accreditation requirements.
- 2.3 Describe the values and motivations of a multigenerational workforce.
- 2.4 Describe methods for maintaining leadership balance.

### **Unit 3: Community Engagement (Day 2)**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 3.1 Identify the different types of services that the fire department performs and how these services benefit their stakeholders.

#### **Enabling Objectives**

The students will be able to:

- 3.1 Outline an annual community engagement plan.
- 3.2 Describe ways to manage public perception.

### **Unit 4: Capital Asset Planning and Acquisition (Day 2)**

#### **Objectives**

#### **Terminal Objective**

The students will be able to:

- 4.1 Develop an effective capital asset acquisition plan.

#### **Enabling Objectives**

The students will be able to:

- 4.1 Describe the characteristics of a capital asset.

- 4.2 Identify five examples of capital assets typical to fire services and Emergency Medical Services (EMS).
- 4.3 Describe at least four factors to consider when planning for acquisition of a capital asset.
- 4.4 Explain the role, responsibilities and benefits of a capital asset planning committee.
- 4.5 Identify at least four resources available to assist with capital asset planning and acquisition.
- 4.6 Explain the use and benefit of an amortization table.

## **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](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.