



National Fire Academy

W0646 – Leadership in Supervision: Creating Environments for Professional Growth

Version: 1st Edition, 4th Printing, April 2018

Quarter:

ACE Credit: In the lower-division baccalaureate/associate degree category, one semester hour in leadership or management.

IACET Continuing Education Units: 1.4

Length of Course: 2 Days (14 hr., 20 min. contact hours)

Prerequisite: ICS 100 and 200 level training. Preferred Q0642 and Q0463.

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)

F0646 – “Leadership in Supervision: Creating Environments for Professional Growth.” This two-day course presents the supervisory with the basic leadership skills and tools needed to perform effectively in the fire service environment. The course includes concepts related to a successful transition to supervisory and leadership roles, including concepts of adaptive leadership; change management; active followership; effective communication, including difficult conversations and advocacy-inquiry based dialogue; ethics; authority; power; decision-making; and active engagement through development of a personal plan.

Student Qualifications (Primary and Secondary Audience)

The primary target audience for this course are those individuals who are at the first line of supervision. For purposes of student selection, first line level is considered to be those at the Company Officer or Unit (fire prevention, fire education, communications, EMS, etc.) Supervisor level. More specific primary selection criteria is as follows:

- First line supervisors in fire and EMS organizations.
- Fire and EMS personnel due for promotion/appointment to a first line supervisory position within 18 months.
- Fire and EMS personnel who are regularly assigned acting supervisory positions.
- Fire and EMS personnel currently enrolled in the NFA Managing Officer will be provided priority selection.

The secondary target audience are fire and EMS personnel at the first line management level (chief officer or above). Students at this level may be given consideration on a space available basis.

Course Scope (Goal)

Provide a conceptual foundation and framework for a successful transition to effective communications, authority, responsibility, ethics, and methods of active engagement for the exercise of supervision and leadership in fire and EMS.

Course Objectives (Course Learning Outcomes – TLOs)

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

- Apply concepts related to a successful transition to supervisory and leadership roles, including models of leadership, change management, active followership, and active engagement in fire and Emergency Medical Services (EMS).
- Relate effective communication processes across a multitude of scenarios and environments, to include written, oral, paraverbal, nonverbal, dialogue-focused, inquiry- and advocacy-based, and crucial conversations.
- Apply an ethical perspective to responsibility, authority, power, decision-making and discipline in a supervisory or leadership role in fire or Emergency Medical Services (EMS).
- Create a personal plan for active engagement as a supervisor and leader in fire and Emergency Medical Services (EMS), using concepts presented in this course.

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 3: Ethics, Authority and Responsibility
<i>Break</i>	<i>Break</i>
Introduction, Welcome and Administrative Unit 1: Transition to Supervisor	Unit 3: Ethics, Authority and Responsibility (cont'd)
<i>Break</i>	<i>Break</i>
Unit 1: Transition to Supervisor (cont'd)	Unit 3: Ethics, Authority and Responsibility (cont'd)
<i>Break</i>	<i>Break</i>
Unit 1: Transition to Supervisor (cont'd)	Unit 3: Ethics, Authority and Responsibility (cont'd)
<i>Lunch</i>	<i>Lunch</i>
Unit 1: Transition to Supervisor (cont'd)	Unit 4: Active Engagement
<i>Break</i>	<i>Break</i>
Unit 2: Effective Communication	Unit 4: Active Engagement (cont'd)
<i>Break</i>	<i>Break</i>
Unit 2: Effective Communication (cont'd)	Unit 4: Active Engagement (cont'd)
<i>Break</i>	<i>Break</i>
Unit 2: Effective Communication (cont'd)	Final Exam Evaluation

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 examination with a grade of "C" or better by correctly answering a minimum of 18 out of 25 questions.

The following course grading plan should be used to determine the assigned course grade for each student in the class.

Minimum Number of Questions Answered Correctly	Number of Incorrect Answers	Letter Grade to be Assigned to Student
23	0-2	A
20	3-5	B
18	6-7	C
17 or less	8 or more	F

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

Introduction (Day 1)

Objectives

None.

Unit 1: Transition to Supervisor (Day 1)

Objectives

Terminal Objective

The students will be able to:

- 1.1 Apply concepts related to a successful transition to supervisory and leadership roles, including models of leadership, change management, active followership, and active engagement in fire and Emergency Medical Services (EMS).

Enabling Objectives

The students will be able to:

- 1.1 Articulate the challenges in transitioning into a supervisory role.
- 1.2 Differentiate between leadership models.
- 1.3 Describe the correlation between change management and adaptive leadership.
- 1.4 Differentiate between the leadership role and the responsibility of active followership.

Unit 2: Effective Communication (Day 1)

Objectives

Terminal Objective

The students will be able to:

- 2.1 Relate effective communication processes across a multitude of scenarios and environments, to include written, oral, paraverbal, nonverbal, dialogue-focused, inquiry- and advocacy-based, and crucial conversations.

Enabling Objectives

The students will be able to:

- 2.1 Identify what makes communications effective, given different situations.
- 2.2 Describe paraverbal and nonverbal communications.
- 2.3 Define the inquiry- versus advocacy-based conversation.
- 2.4 Describe the components of a crucial conversation.
- 2.5 Describe the model process to conduct an effective crucial conversation.

Unit 3: Ethics, Authority and Responsibility (Day 2)

Objectives

Terminal Objective

The students will be able to:

- 3.1 Apply an ethical perspective to responsibility, authority, power, decision-making and discipline in a supervisory or leadership role in fire or Emergency Medical Services (EMS).

Enabling Objectives

The students will be able to:

- 3.1 Identify five types and two sources of power, and the inherent limits of different types of power.

- 3.2 Recognize the consequences of the use of power.
- 3.3 Define the concept of ethics and ethical dilemmas.
- 3.4 Demonstrate ethical decision-making.
- 3.5 Examine the supervisor's role in ethical leadership and the promotion of professional conscience.
- 3.6 Recognize the boundaries of authority.
- 3.7 Discuss how positive discipline is derived from the balance of authority and responsibility.

Unit 4: Active Engagement (Day 2)

Objectives

Terminal Objective

The students will be able to:

- 4.1 Create a personal plan for active engagement as a supervisor and leader in fire and Emergency Medical Services (EMS), using concepts presented in this course.

Enabling Objectives

The students will be able to:

- 4.1 Differentiate between active and passive engagement.
- 4.2 Identify the building blocks needed to be successful in a supervision or leadership role in fire and EMS.
- 4.3 Assess an appropriate problem-solving and critical decision-making process.
- 4.4 Develop a personal plan for active engagement using the relevant building blocks.

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.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.