National Fire Academy

F0349 – Fire Service Safety Culture: Who Protects Firefighters From Firefighters?
Version: 2nd Edition, 3rd Printing, May 2017
Quarter:
ACE Credit: In the lower division baccalaureate/associate degree category,
1 semester hour in fire administration.
IACET Continuing Education Units: Pending

Length of Course: 2 Days (12 hr. contact hours)
Prerequisite: None
Curriculum: Responder Health and Safety
Training Specialist: George Morgan
Instructor:
Instructor email/phone:
Classroom:
Meeting Time: 8 AM – 5 PM

Table of Contents

Course Description (Catalog)

F0349 – "Fire Service Safety Culture: Who Protects Firefighters From Firefighters?" This is a two-day course that will help fire service personnel identify their present fire service safety culture, explain how culture drives safety behavior, identify risk management strategies, and develop a fire service safety culture intervention plan to reduce injury and death to firefighters in their organization. The course content includes National Institute for Occupational Safety and Health (NIOSH) Fire Fighter Fatality Investigation and Prevention Program reports, organizational change and leadership models, and risk control systems. The learning methods include case studies, problem solving, and strategic and tactical planning that are used in individual, small group, and class activities.

Student Qualifications (Primary and Secondary Audience)

The primary target audience for the "Fire Service Safety Culture: Who Protects Firefighters from Firefighters?" (FSSC: WPFFF) course includes anyone in emergency services with an interest in changing culture in his or her organization.

The secondary target audience includes all interested individuals and community people who are responsible for risk management.

The FSSC: WPFFF course defines and advocates the need for organizational change within the fire service relating to safety, incorporating leadership (management and supervision), accountability and personal responsibility. The course will help both the fire service and municipalities address identified needs or problems, decide what can be done about them, and identify financial incentives, as well as identify the role each can perform to ensure the success of any proposed solution. Rather than have the instructor dictate concerns, the students will discover the need for change themselves by completing activities that address and examine risk and risk management. This approach is meant to reduce barriers that diminish unreceptive attitudes, thus increasing the possibility of effecting change.

Course Scope (Goal)

The goal of this course is to provide students with the tools to identify the need for change and the tools to affect that change.

Course Objectives (Course Learning Outcomes – TLOs)

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

- Identify three culture-based safety problems in their own organizations.
- Assess the risks associated with a culture-based safety problem in their organization.
- Develop a Plan for Change for an identified culture-based safety problem in their organization.

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	Activity 2.3: Creating Your Plan — Impacts and Risk
Break	*Break*
Unit 1: Culture	Unit 3: Control, Implementation and Evaluation Activity 3.1: Discussion — Control Measures
Break	*Break*
Unit 1: Culture (cont'd) Activity 1.1: Perception of Risk	Unit 3: Control, Implementation and Evaluation (cont'd) Activity 3.2: Support and Dissent
Lunch	*Lunch*
Unit 1: Culture (cont'd) Activity 1.2: Discussion — Safety-Related Culture Problems Activity 1.3: Creating Your Plan — Identifying Problems Unit 2: Risk Activity 2.1: Discussion — Impacts	Unit 3: Control, Implementation and Evaluation (cont'd) Activity 3.3: Discussion — Evaluation
Break	*Break*
Unit 2: Risk (cont'd) Activity 2.2: Discussion — Risk Levels	Unit 3: Control, Implementation and Evaluation (cont'd) Activity 3.4: Creating Your Plan — Control Measures, Implementation and Evaluation Exam and Evaluations

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.

- Appendix A: Fast/Close/Wet.

- Appendix B: Your Behavior Comes From Ben Franklin's DNA: Fast, Close, Wet, Risk, Injury, Death.

These are found in the Student Manual.

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)

Course Grade

The student's final grade will be computed as follows:

- Final exam — 65 percent.
- Plan for Change — 35 percent.

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 remediation[1] prior to a retest. Students who do no 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: Culture

Objectives

Terminal Objective

The students will be able to:

1.1   Identify three culture-based safety problems in their own organizations.

Enabling Objectives

The students will be able to:

1.1   Define culture, safety and risk.

1.2   Identify two leading factors that influence safety culture in fire service.

1.3   Identify four categories of culture-based risk in fire service.

Unit 2: Risk

Objectives

Terminal Objective

The students will be able to:

2.1   Assess the risks associated with a culture-based safety problem in their organization.

Enabling Objectives

The students will be able to:

2.1   Identify the goal of risk management.

2.2   Identify Steps 1 through 3 of the operational risk management (ORM) process.

Unit 3: Control, Implementation and Evaluation

Objectives

Terminal Objective

The students will be able to:

3.1   Develop a Plan for Change for an identified culture-based safety problem in their organization.

Enabling Objectives

The students will be able to:

3.1   Identify Steps 4 through 6 of the operational risk management (ORM) process.

3.2   Define the five types of power.

3.3   Define the two types of influence.

3.4   Define the organizational change process.

3.5   Identify common methods for evaluating organizational change.

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.

Grading Rubrics

Fire Service Safety Culture: Who Protects Firefighters from Firefighters?
Grade Sheet

Student Name: _____

Course Date: _____

Final Exam

Test questions are worth 2.6 points each. Use the following equation to calculate the exam score:

Number of correct text questions: _____ x 2.6 = Exam score: _____

Plan for Change

	Yes (3.5 points)	No (0 points)	Score:
Student worksheet from Activity 1.3: **Creating Your Plan—Identifying Problems:**			
Were three safety-related culture problems from their organization identified?			
Were the artifacts, espoused values, and assumptions for each safety-related culture problem identified?			
Student worksheet from Activity 2.3: **Creating Your Plan—Impacts and Risk:**			
Was a safety-related culture problem from their organization identified?			
Were the behaviors that contribute to the problem identified?			
Were the impacts of the problem and each impact's risk level identified?			
Student worksheet from Activity 3.5: **Creating Your Plan— Control Measures, Implementation, and Evaluation:**			
Was at least one control measure identified?			
Was at least one method of implementation identified?			
Was at least one potential supporter and dissenter identified?			
Was at least one way to overcome the dissenter(s) identified?			
Was at least one method of evaluation identified?			
		Total score:	

Course Grade

Exam score: _____ + Plan for Change score: _____ = Course grade: _____