



National Fire Academy

F0762 – New Fire Chief: Contemporary Issues

Version: 1st Edition, 3rd Printing, April 2017

Quarter:

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

IACET Continuing Education Units: 1.3

Length of Course: 2 Days (12 hr., 50 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

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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, 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: 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

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)

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.

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: 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.
- 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.