



National Fire Academy

W0290 – Training Operations in Small Departments

Version: 2nd Edition, 11th Printing, July 2018

Quarter:

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

IACET Continuing Education Units: 1.6

Length of Course: 2 Days (15 hr., 25 min. contact hours)

Prerequisite: None

Curriculum: Training

Training Specialist: Dave Donohue

Instructor:

Instructor email/phone:

Classroom: J-

Meeting Time: 8 AM – 5 PM

Table of Contents

Course Description	Course Resources
Primary and Secondary Audience	Evaluation Procedures
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	

Course Description (Catalog)

W0290 – “Training Operations in Small Departments.” This two-day course is designed to provide students with some basic tools and skills to coordinate training in a fire/Emergency Medical Services (EMS) organization. The course is more typically aimed for organizations in a small fire/EMS department whose community may be small and whose department may be volunteer or combination. It can also be tailored for volunteer/combination departments that are part of large city or suburban areas. A training function in a smaller department typically includes conducting training drills and coordinating training with a nearby larger city or state training function. Course content includes:

- Leadership issues in fire service training, such as the local training officer's role as a catalyst for change, and personal motivators within the department.
- Identifying the legal issues affecting the training function, including an understanding of standard of care, and the impact of Occupational Safety and Health Administration and National Fire Protection Association (NFPA) standards.
- Safety considerations in training.
- Marketing training internally.
- Identifying ways to justify training needs.
- Resolving training conflicts using appropriate conflict resolution techniques.
- Selecting and evaluating training curriculum and materials from outside sources.
- Evaluating training.

Student Qualifications (Primary and Secondary Audience)

The target audience includes individuals currently responsible for the overall administration, management, and supervision of the Training Function in a small department. Typically, this includes responsibility for leadership, meeting legal requirements, assessing training needs, providing budget input, and program delivery and evaluation. These individuals also coordinate the training schedule and manage training records.

Course Scope (Goal)

The course is designed to provide the student with the essential tools and skills to lead and manage a training program in a small department. It is not designed specifically to enhance development or presentation skills, nor is it related to the public education discipline.

Course Objectives (Course Learning Outcomes – TLOs)

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

- Identify the characteristics of effective leadership as the fire department Training Officer and demonstrate methods of effecting change within their organization.
- Analyze the degree of compliance in their own departments with respect to legislation and Federal regulations.
- Design a training documentation management plan suitable for use in their own departments.
- Apply a needs assessment process to identify the gap between goals and existing conditions, and prioritize training needs.
- Describe the financial management cycle.
- Discuss how to sell training to fire department administration and personnel.
- Describe the importance of safety to the Training Function.
- Propose solutions to conflict resolution scenarios.
- Describe issues important to a training schedule.

- Explain where to find appropriate training resources.
- Describe the elements of program and student evaluation.

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](#). This classroom course is designed for the national level fire service officer from State and local fire service organizations. During this 2-day delivery, students will reside in dormitories provided on campus with classes conducted in classrooms designed for critical student/instructor interaction. All course materials are designed for interactive classroom environments, in either paper notebook or electronic formats.

Course Schedule

DAY 1	DAY 2
Unit 1: Leadership in Training Activity 1.1: Introductions	Unit 3: Training Needs Assessment
<i>Break</i>	<i>Break</i>
Unit 1: Leadership in Training (cont'd)	Unit 3: Training Needs Assessment (cont'd) Activity 3.1: Needs Assessment
<i>Break</i>	<i>Break</i>
Unit 1: Leadership in Training (cont'd) Activity 1.2: Identification of Training Challenges for Small Fire Departments Activity 1.3: Change Makers	Unit 4: Financial Management Activity 4.1: Money for Training Activity 4.2: Training Budget Justification
<i>Lunch</i>	<i>Lunch</i>
Unit 2: Legal Issues Activity 2.1: Ethical Behavior	Unit 5: Marketing, Safety, and Conflict Resolution Activity 5.1: Conflict Resolution Unit 6: Course Delivery and Evaluation
<i>Break</i>	<i>Break</i>
Unit 2: Legal Issues (cont'd) Activity 2.2: Documentation Activity 2.3: Using Documentation and Records	Unit 6: Course Delivery and Evaluation Activity 6.1: Training Program Evaluation

Note: This schedule is subject to modification by the instructors and approved by the training specialist.

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)

Examination.

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: Leadership in Training

Objectives

Terminal Objective

The students will be able to:

- 1.1 Identify the characteristics of effective leadership as the fire department Training Officer and demonstrate methods of effecting change within their organization.

Enabling Objectives

The students will be able to:

- 1.1 Identify issues that affect their ability to provide adequate training.
- 1.2 Describe the roles and responsibilities of the fire department Training Officer.
- 1.3 Describe and differentiate characteristics of leaders.
- 1.4 Analyze the change process.

Unit 2: Legal Issues

Objectives

Terminal Objectives

The students will be able to:

- 2.1 Analyze the degree of compliance in their own departments with respect to legislation and Federal regulations.

- 2.2 Design a training documentation management plan suitable for use in their own departments.

Enabling Objectives

The students will be able to:

- 2.1 List and describe major legislation affecting the personnel function within the training program.
- 2.2 List and describe Federal regulations that affect the training program.
- 2.3 From the list of Federal regulations and the students' knowledge of State regulations, prioritize the types of training that their departments might need to accomplish their mission.
- 2.4 List the requirements for a sound documentation plan.
- 2.5 Describe the advantages and disadvantages of computer and manual documentation systems.
- 2.6 Develop a list of desired elements of a training information system.

Unit 3: Training Needs Assessment

Objectives

Terminal Objective

The students will be able to:

- 3.1 Apply a needs assessment process to identify the gap between goals and existing conditions, and prioritize training needs.

Enabling Objectives

The students will be able to:

- 3.1 Describe a process to determine training needs.
- 3.2 List possible future internal and external influences that will affect fire departments.
- 3.3 Identify whether the solution to a problem/need is training.
- 3.4 Use a master plan to determine training needs.

Unit 4: Financial Management

Objectives

Terminal Objective

The students will be able to:

- 4.1 Describe the financial management cycle.

Enabling Objectives

The students will be able to:

- 4.1 Identify the components of the financial management cycle.
- 4.2 List methods that can be used to justify the financial needs of a training program.

Unit 5: Marketing, Safety, and Conflict Resolution

Objectives

Terminal Objectives

The students will be able to:

- 5.1 Discuss how to sell training to fire department administration and personnel.
- 5.2 Describe the importance of safety to the Training Function.
- 5.3 Propose solutions to conflict resolution scenarios.

Enabling Objectives

The students will be able to:

- 5.1 List strategies that can be used to convince the chief to provide necessary resources for training.
- 5.2 Explain methods to demonstrate the value of training to firefighters.
- 5.3 Identify safety issues in training.
- 5.4 Identify sources of conflict within the department that involve the Training Function.
- 5.5 Define the types of conflict and suggest approaches to deal with them effectively.

Unit 6: Course Delivery and Evaluation

Objectives

Terminal Objectives

The students will be able to:

- 6.1 Describe issues important to a training schedule.
- 6.2 Explain where to find appropriate training resources.
- 6.3 Describe the elements of program and student evaluation.

Enabling Objectives

The students will be able to:

- 6.1 Explain how to develop and deliver a training schedule.
- 6.2 Identify agencies and organizations from which fire training materials can be obtained.
- 6.3 Given an evaluation instrument, identify the difference between process and product components.
- 6.4 Describe how to evaluate the appropriateness of training materials.

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.

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

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 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.

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,
- 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.