National Fire Academy FESHE Model Curriculum Bachelor's (Core)

Reviewed May 2019

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Political and Legal Foundations for Fire Protection (C0258)

Course Description

This course examines the legal aspects of the fire service and the political and social impacts of legal issues. This course includes a review of the American legal system and an in-depth coverage of legal and political issues involving employment and personnel matters, administrative and operational matters, planning and code enforcement, and legislative and political processes with regard to the fire service.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Identify potential legal and political issues in fire and emergency services.

2.   Describe legal lessons learned from recent cases, and identify best practices in the fire service to avoid legal liability.

3.   Analyze and apply legal rules and political issues to manage risk.

4.   Formulate political and legal conclusions and recommendations based on the analysis.

5.   Locate and apply recent legal and legislative online resources.

Course Objectives

Module 1: Overview of the Law

After completing this module, you will be able to:

1.   Describe the differences between different types and branches of law.

2.   Identify classes of actions, such as tort, contract, and property.

3.   Explain the system of law and its functions.

4.   Explain the importance to the fire service of the due process clause of the Fourteenth Amendment.

5.   Define criminal and administrative warrants.

6.   Describe the circumstances requiring warrants and exceptions.

7.   Define sovereign immunity and Good Samaritan protection as they relate to the fire service.

Module 2: Employment and Personnel Issues

After completing this module, you will be able to:

1.   Explain the U.S. constitutional law as it affects employment and personnel issues in the fire service.

2.   Explain the impact of the First, Fourth, Fifth, and Fourteenth Amendments on personnel and employment laws.

3.   Describe how Federal, State, and local laws affect personnel and employment issues in the fire service.

4.   Analyze issues and provide supportable conclusions by applying appropriate Federal, State, or local laws concerning labor relations, employee performance, employee discrimination, employee privacy and compensation, workers' compensation, and employee benefits.

5.   Recognize and identify behaviors and situations that may lead to or contribute to claims of violations of constitutional protections.

Module 3: Operational and Managerial Issues

After completing this module, you will be able to:

1.   Articulate and explain the legal duties of fire departments and department members.

2.   Identify local and State cases and laws that affect operational and managerial issues in your fire department.

3.   Explain specific impacts of Federal laws and existing Federal decisions on operational and managerial issues in the fire service.

4.   Identify behaviors and practices that may extend liability or increase the likelihood of litigation.

5.   Evaluate and describe policies and procedures for potential legal impact.

Module 4: The Fire Official as Rule-maker and Enforcer

After completing this module, you will be able to:

1. Identify common model fire codes, and determine applicable State and local codes in use in a specific location.
2. Describe the process of code creation and adoption.

3. Explain the legal basis for code enforcement action.

4. Describe legal issues that define and affect the enforcer's role.

5. Explain how fire officers can facilitate code adoption and modification processes.

6. Develop legally sound policies and procedures for the administration of code enforcement activities.

Module 5: Legislative and Political Foundations

After completing this module, you will be able to:

1. Explain how public opinion and political culture affect fire service law enforcement functions.

2. Identify allies and adversaries in the legislative process as it affects fire service interests.

3. Describe ways the fire official can influence the budgeting process effectively.

4. Explain the legal concerns regarding acquisition and public records.

Available Texts

Bennett, L. T. (2017). *Fire service law* (2nd ed.). Long Grove, IL: Waveland Press. http://www.waveland.com/browse.php?t=708

Cote, A. E. (Ed.). (2008). *Fire protection handbook, volumes I and II* (20th ed.). National Fire Protection Association. https://www.constructionbook.com/store/product/fire-protection-handbook-20th-edition

Course Outline

I.   Nature of Law

        A.   Sources of Law
        B.   Rule of Law
        C.   Functions of Law
        D.   Limitations of Law

II.   Types of Law

        A.   Civil and Common Law
        B.   Statutory and Common Law
        C.   Criminal and Civil Law

III.   Institutions of Law

        A.   Function of Courts
        B.   State Courts
        C.   Federal Courts
        D.   The Supreme Court of the United States
        E.   Regulatory Agencies

IV.   Civil and Criminal Trials

        A.   The Function of Trials
        B.   Methods of Conducting Trials
        C.   Constitutional Rights of Criminal Defendants
        D.   Steps in a Civil Trial
        E.   Multiple Suits and Prosecutions for the Same Act

V.   Warrants and Alternatives to Trial

        A.   Warrants
        B.   Warrants and the Fire Service
        C.   Alternatives to Trial
        D.   Nonjudicial Methods for Resolving Disputes

VI.   Constitutional Law — Employment and Personnel Issues

        A.   Historical Perspective on the Constitution
        B.   Amendments to the Constitution

Applications of Fire Research (C0260)

Course Description

This course examines the basic principles of research and methodology for analyzing current fire-related research. The course also provides a framework for conducting and evaluating independent research in the following areas: fire dynamics, fire test standards and codes, fire safety, fire modeling, structural fire safety, life safety, firefighter health and safety, automatic detection and suppression, transportation fire hazards, risk analysis and loss control, fire service applied research, and new trends in fire-related research.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Locate, evaluate, and analyze fire-related research.

2.   Demonstrate the application of fire research to a research problem that is related to one of the course topics.

3.   Conduct a literature review of current research on a fire-related topic.

4.   Write a fire-related research proposal.

5.   Design a research plan using one or more qualitative and/or quantitative methodologies.

Course Objectives

Module I: Fundamentals

After completing this module, you will be able to:

1.   Consider what research is and why we study it.

2.   Understand fire-related research objectives.

3.   Analyze and discuss fire research goals and objectives in relation to the National Institute of Standards and Technology (NIST)-led technical investigation of the World Trade Center disaster.

4.	Research, evaluate, and discuss sources from which information on fire research is available.

5.	Identify fire research organizations and programs that have applications to the fire service.

6.	Identify areas of fire-related research.

7.	Conduct a preliminary review of current research in a chosen fire-related topic.

8.	Investigate, evaluate, and interpret research in the area of fire dynamics.

9.	Investigate, evaluate, and interpret research in the area of fire test standards and codes.

Module II: Focusing Your Research Efforts

After completing this module, you will be able to:

1.	Define research and its foundations.

2.	Introduce research methods and approaches.

3.	Understand the scientific method.

4.	Conceptualize a strategy for generating research problems.

5.	Formulate a suitable research problem in an area of fire science.

6.	Develop a preliminary research proposal outline.

7.	Distinguish between testing and experimental research.

8.	Compare the results of mathematical fire modeling to full-scale fire testing.

9.	Distinguish between small-, medium-, and large-scale tests and when it is appropriate to use them.

10.	Understand sampling procedures.

11.	Investigate, evaluate, and interpret research in the area of fire safety properties and flammability tests.

12.	Investigate, evaluate, and interpret research in the area of fire modeling.

Module III: Qualitative Research Methodologies

After completing this module, you will be able to:

1.   Develop a familiarity with qualitative research methods and approaches.

2.   Apply concepts of qualitative methods to fire-related research.

3.   Select appropriate qualitative methods according to the type of research question raised.

4.   Interpret conclusions drawn from qualitative methods, based on an analysis of the strengths and weaknesses of the methodology.

5.   Conduct a literature review related to a fire research problem.

6.   Investigate, evaluate, and interpret research in the area of structural fire safety.

7.   Investigate, evaluate, and interpret research in the area of life safety.

8.   Investigate, evaluate, and interpret research in the area of firefighter health and safety.

Module IV: Quantitative Research Methodologies

After completing this module, you will be able to:

1.   Develop a familiarity with quantitative research methods and approaches.

2.   Apply concepts of quantitative methods to fire-related research.

3.   Apply statistical concepts and data analysis to quantitative research design.

4.   Select an appropriate quantitative design when the conditions of the research problem demand measurement of variables and relationships.

5.   Select appropriate statistical techniques according to the type of research question raised within a quantitative study.

6.   Interpret conclusions drawn from statistics, as to whether or not they reflect the true properties of phenomena under study.

7.   Design a research project within a fire research subfield and establish techniques for data gathering and analysis.

8.   Investigate, evaluate, and interpret research in the area of automatic detection and suppression.

9.   Investigate, evaluate, and interpret research in the area of transportation fire hazards.

10.   Investigate, evaluate, and interpret research in the area of risk analysis and loss control.

Module V: Applications and Trends in Fire-Related Research

After completing this module, you will be able to:

1.   Consider applications of fire-related research to fire safety and prevention.

2.   Consider future developments in fire-related research.

3.   Propose specific areas for future research and testing.

4.   Discuss how your research proposal relates to either applications of fire-related research, future trends in fire-related research, or both.

5.   Investigate, evaluate, and interpret research in the area of fire service applied research.

6.   Investigate, evaluate, and interpret research in the area of new trends in fire-related research.

7.   Complete a formal research proposal in a fire-related field, applying either qualitative or quantitative methods, or a combination of both.

Available Texts

Cote, A. E. (Ed.). (2008). *Fire protection handbook, volumes I and II* (20th ed.). National Fire Protection Association. https://www.constructionbook.com/store/product/fire-protection-handbook-20th-edition

Leedy, P. D., & Ormrod, J. E. (2016). *Practical research: Planning and design* (11th ed.). New York, NY: Pearson. ISBN-13:9780133741322. https://www.pearson.com/us/higher-education/product/Leedy-Practical-Research-Planning-and-Design-11th-Edition/9780133741322.html

Course Outline

I.   Research Defined

    A.   The Research Process
    B.   Fire Research
    C.   Research Organizations
    D.   Technology

II. Fire Dynamics

    A. Basic Fire Science
    B. Research Applications in Fire Dynamics

III. Fire Safety Properties and Flammability Tests

    A. Modern Test Methods for Flammability

IV. Fire Test Standards and Codes

    A. Standards-Making Organizations
    B. Code Requirements
    C. Code Research Organizations

V. Fire Modeling

    A. Types
        1. Mathematical Fire Models
        2. Simulation Models
        3. Zone Models
        4. Field Models
        5. Fire Safety Models
    B. Validating Fire Models
    C. The Future of Fire Modeling

VI. Structural Fire Safety

    A. Fire Endurance Testing
    B. Wood Trusses
    C. Smoke Control
    D. Active and Passive Fire Protection

VII. Automatic Detection and Suppression

    A. Detection and Alerting Systems
    B. Automatic Sprinklers
    C. Ongoing Research
    D. Halon Research Programs

VIII. Life Safety

    A. Toxicology of Fire and Smoke
    B. Potency Measurement
    C. Human Behavior in Fire Incidents
        1. Evacuation and Egress Studies

IX.   Transportation Fire Hazards

      A.   Hazardous Materials Transportation
      B.   Subway and Railroad Passenger Transportation Systems
      C.   Aircraft Fire Technology Programs
      D.   Marine Fire Safety

X.   Risk Analysis and Loss Control

      A.   Fire Risk Analysis
          1.   Methods of Fire Risk Analysis
      B.   Product Fire Risk Analysis
      C.   Municipal Fire Risk Analysis
      D.   Fire Risk Management

XI.   Firefighter Health and Safety

      A.   Occupational Hazards
      B.   Research

XII.   Fire Safety Applied Research

      A.   Effectiveness of Fire Protection
      B.   Organization
      C.   Deployment
      D.   Operations
      E.   In-House Fire Department Research

XIII.   Trends in Fire Related Research

      A.   Wildland/Urban Interface Research
      B.   Non-thermal Fire Damage
      C.   Fire Dynamics
      D.   Fire Modeling
      E.   Quantitative Risk Assessment

Fire Prevention Organization and Management (C0264)

Course Description

This course empowers students with knowledge, methods, and concepts for effective leadership of comprehensive fire-prevention and risk-reduction programs.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Explain the role of fire prevention in community risk reduction.

2.   Analyze code enforcement and plans review concepts.

3.   Analyze fire and life safety education concepts.

4.   Analyze methods for effective fire, arson, and explosion investigation

5.   Examine historical events and their influence on fire prevention.

6.   Examine social, cultural, and behavioral concepts that influence effective prevention programs.

7.   Identify and analyze local, state, and federal resources.

8.   Examine methods to enhance professional development of fire-prevention and other emergency service personnel

9.   Examine policies, procedures, and impacts of effective fire-prevention efforts.

10.   Analyze budgeting and program funding concepts.

Course Objectives

Upon completion of this course, you will be able to:

1.   Explain the administrative and leadership role of a comprehensive fire-prevention program.

2.   Examine strategies for effective management of comprehensive fire-prevention programs.

3.   Analyze the role of effective fire prevention in the overall community risk-reduction program.

4.   Review cultures, social norms, and behaviors within a community.

Available Texts

Carter, H. R., & Rausch, E. (2017). *Management in the fire service* (5th ed.). Burlington, MA: Jones & Bartlett Learning. ISBN: 9781449690786. https://www.psglearning.com/catalog/productdetails/9781449690786

Crawford, J. (2011). *Fire prevention organization and management*. New York, NY: Pearson. ISBN: 9780135087848. https://www.pearson.com/us/higher-education/program/Crawford-Fire-Prevention-Organization-Management-with-My-Fire-Kit/PGM2253340.html

Icove, D. J., DeHaan, J. D., & Haynes, G. A. (2013). *Forensic fire scene reconstruction* (3rd ed.). New York, NY: Pearson. ISBN-10: 0-13-260577-5; ISBN-13: 978-0-13-260577-9. http://www.bradybooks.com/store/product.aspx?isbn=0132605775

IFSTA. (2016). *Fire inspection and code enforcement* (8th ed.). Stillwater, OK: Fire Protection Publications. ISBN: 978-0-87939-605-3. https://www.ifsta.org/shop/fire-inspection-and-code-enforcement-8th-edition/36299

Assessment

Students will be evaluated for mastery of learning objectives by methods of evaluation to be determined by the instructor.

Point of Contact

Steven Bardwell, Waldorf University, Iowa (601-624-3777)
Email: steven.bardwell@waldorf.edu.

Course Outline

I.   Overview of Comprehensive Fire Prevention Efforts

      A.   Comprehensive Programs — Plan Review, Code Enforcement, Public Education, Coalitions Development, and Investigation
      B.   Elements of Juvenile Firesetting Intervention
      C.   Administration and Leadership of the Fire Marshal
      D.   How Research Sets a Foundation for Fire Prevention

II.   Educational Programs

      A.   Public Education, Public Information, and Public Relation Programs
      B.   The Planning Process for Public Fire and Life Safety Education Programs
      C.   The Importance of Coalition Development and Community Involvement
      D.   The Relationships among Arson Prevention, Public Education, and Other Community Fire/Life Safety Efforts

III.   Code Enforcement

      A.   Codes and Standards
            1.   Contrasting Issues
            2.   Legal Basis
            3.   Interfaces of National, State, and Local Codes
            4.   Code Administration
            5.   Inspection Practices
            6.   The Appeal Process
            7.   Mini-Max Concept

IV.   Plans Review

      A.   Interrelationship between the Fire Code and Other Codes
      B.   Performance Codes and Prescriptive Codes
      C.   The Appeal Process for Plans Review for New Construction

V.   Fire, Arson and Explosion Investigation

      A.   Fire Cause Determination for Unintentional and Purposely Set Fires
      B.   Data Collection and Preservation of Evidence
      C.   Rights, Responsibilities, and Legal Limits of the Investigator
      D.   How Cause and Origin Relates To Community Fire Prevention

VI.   Fire Prevention Research and Fire Prevention Planning

       A.   Types of Research
           1.   Pure
           2.   Applied
       B.   The Application of Fire Prevention Research
           1.   Organizations Conducting Research
           2.   The Value of Research
       C.   Planning Strategies
           1.   Master Planning
           2.   Strategic Planning
           3.   Tactical Planning
           4.   Advantages and Major Obstacles of Planning

VII.   Historical Influence of Fire Prevention

       A.   Significant Fires in U.S. History
           1.   Relationship of Fires
           2.   Resulting Efforts to Improve Fire Safety and Prevention Efforts

VIII.   Social, Cultural, and Economic Influences on Fire Prevention

       A.   Cultural Beliefs and Traditions
           1.   Multicultural Society and Beliefs
           2.   The Impact of Cultures
           3.   The Impact of the Fire Service Culture
           4.   Economic Factors
               A.   Policies Programs
               B.   Economic Trade-Offs
           5.   Direct and Indirect Fire Losses
               A.   High Costs of Fire
               B.   Lower Perception of Fire Risk

IX.   Organizing Fire Prevention Programs and Staff

       A.   Options for Staffing and Funding Programs
       B.   Fire Prevention as Part of Community Efforts
       C.   Effective Leadership in Fire Prevention Efforts

Personnel Management for the Fire Service (C0266)

Course Description

This course examines relationships and issues in personnel administration and human resource development within the context of fire-related organizations, including personnel management, organizational development, productivity, recruitment and selection, performance management systems, discipline, and collective bargaining.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Identify and explain contemporary personnel management issues.

2.   Explain potential personnel management issues.

3.   Classify the collective rules, procedures, laws, and policies that relate to personnel management issues.

4.   Analyze simple/complex personnel management issues from recruitment to selection, as well as retention.

5.   Formulate recommendations and solutions to personnel management issues.

6.   Explore organizational development and leadership styles and how they relate to personnel relationships.

Course Objectives

Module I: Introduction to Personnel Management and Organizational Development

After completing this module, you will be able to:

1.   Analyze the societal influences and issues affecting personnel management.

2.   Demonstrate and evaluate how the four values serve as benchmarks for public agencies.

3.	Analyze and evaluate how their organizations measure up to the five values associated with a positive work environment.

4.	Apply the major functions of personnel management to a program or project.

5.	Illustrate a systematic approach to solving fire and emergency services personnel and organizational problems.

Module II: Motivation and Productivity

After completing this module, you will be able to:

1.	Compare, contrast, and evaluate the major theories of motivation.

2.	Compare, contrast, and evaluate the three managerial approaches to motivation.

3.	Research and analyze an issue that has an impact on organizational productivity and effectiveness.

4.	Compare, contrast, and evaluate the different approaches to quality management and productivity.

Module III: Recruitment, Selection, Promotion, and Human Resource Development

After completing this module, you will be able to:

1.	Compare and contrast the provisions associated with Equal Employment Opportunity (EEO) and Affirmative Action, and analyze the potential impact of the Americans with Disabilities Act (ADA) on employment in the emergency services.

2.	Create an environment for the prevention of sexual harassment and discrimination.

3.	Analyze the general impact of various legislations and case laws on employment decision issues, especially those relating to recruitment and selection of personnel.

4.	Analyze the importance of the job analysis and job description with reference to personnel management functions.

5.	Analyze and critique an agency's program for recruitment, selection, human resource development, promotion, and training and offer recommendations for improvement.

6.	Compare and contrast training and education, mandatory training versus discretionary training, and technical skills training, versus organizational training.

Module IV: Performance Management, Performance Appraisal, Corrective Action, and Discipline

After completing this module, you will be able to:

1.   Compare, contrast, and evaluate different approaches to performance appraisal.

2.   Demonstrate the appropriate evaluation procedures for performance-based criteria.

3.   Differentiate between the concepts of corrective action and discipline, and analyze the appropriate administration of discipline.

4.   Illustrate how corrective measures benefit fire and emergency services personnel, as well as organizations.

5.   Evaluate performance management, corrective actions, and disciplinary systems.

Module V: Employee and Labor Relations

After completing this module, you will be able to:

1.   Analyze agency strengths and weaknesses regarding compensation and health and safety programs, and how they relate to motivation, morale, and productivity.

2.   Research the trends and issues in contemporary society that affect the labor-management climate.

3.   Analyze the components of a collective bargaining agreement, and determine what issues are negotiable and non-negotiable.

4.   Compare and contrast position versus interest-based bargaining techniques in arriving at a collective bargaining agreement.

5.   Analyze the impact of mediation and binding arbitration on the collective bargaining process.

Available Texts

Antonellis, P. J. (2012). *Labor relations for the fire service*. Tulsa, OK: PennWell Books. ISBN: 9781593702847. http://www.PennWellbooks.com/shop-fire-books-videos/labor-relations-for-the-fire-service/

Edwards, S. T. (2010). *Fire service personnel management* (3rd ed.). New York, NY: Pearson. http://www.bradybooks.com/store/product.aspx?isbn=0135126770

Kearney, R. C., & Coggburn, J. D. (2016). *Public human resource management* (6th ed.). Thousand Oaks, CA: CQ Press. ISBN: 978-1-4833-9345-2. https://us.sagepub.com/ en-us/nam/public-human-resource-management/book237859

Trauernicht, N. J. (in press). *Human resource management for the fire service*. Burlington, MA: Jones & Bartlett Learning.

Course Outline

I.   The Importance of Personnel

      A.   History of Labor Movement in the U.S.
      B.   Chronology of Significant U.S. Labor Relations

II.   Personnel Management and Organizational Development

      A.   Functions of Management and Leadership
      B.   Human Resource Management
      C.   Systems Approach to Program and Personnel Planning

III.   Motivation and Individual Productivity

      A.   Personnel Orientation Roles
      B.   Classic Management Theories
      C.   Levels of Job Satisfaction

IV.   Recruitment and Selection of Personnel

      A.   Selection Processes
      B.   Affirmative Action and EEO Programs

V.   Promotion

      A.   The Relationship Between Motivation and Promotion
      B.   Promotion Practices
      C.   Interviewing and Assessment Practices

VI.   Training and Education

      A.   Training and Education as Personnel Management Functions
      B.   Standards and Training
      C.   Training Required Under Federal and State Law
      D.   Technical Training
      E.   Training Program Components
      F.   Higher Education (College Level)

VII.   Performance Measurement Objectives

        A.   Job
            1.   Documentation
            2.   Description and Specifications
            3.   Performance Standards
            4.   Evaluation

VIII.   Discipline

        A.   Purpose
        B.   Types
        C.   Application
        D.   Due Process
        E.   Appeals and Grievances

IX.   Organizational Productivity

        A.   Concept of Productivity
        B.   System Analysis
        C.   Indicators
        D.   Resource Allocation
        E.   Improvement

X.   Compensation and Benefits

        A.   Developing the Compensation Package
        B.   Mandatory Fringe Benefits
        C.   Fair Labor Standards Act
        D.   Shift Scheduling

XI.   Employee and Labor Relations

        A.   Defining "Management"
        B.   Trends
            1.   Organizational Trends
            2.   Societal Trends
        C.   Policy Development Labor Relations in Volunteer and Nonunionized Departments

XII.   Collective Bargaining and the Labor Agreement

        A.   The Negotiating Process
        B.   Typical Contract Categories

XIII. Contemporary Issues and Trends in Managing People and Programs

      A.   An Era of Human and Individual Rights
      B.   Trends in Managing People

Fire and Emergency Services Administration (C0271)

Course Description

This course is designed to be a progressive primer for students who want more knowledge about fire and emergency services administration. The course demonstrates the importance of the following skills that are necessary to manage and lead a fire and emergency services department through the challenges and changes of the 21st century: Persuasion and influence, accountable budgeting, anticipation of challenges and the need for change, and using specific management tools for analyzing and solving problems. A central part of the course focuses on how the leadership of a fire and emergency services department develops internal and external cooperation to create a coordinated approach to achieving the department's mission.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Define and discuss the elements of effective departmental organization.

2.   Classify what training and skills are needed to establish departmental organization.

3.   Analyze the value of a community-related approach to risk reduction.

4.   Outline the priorities of a budget-planning document, while anticipating the diverse needs of a community.

5.   Assess the importance of positively influencing community leaders by demonstrating effective leadership.

6.   Analyze the concept of change and the need to be aware of future trends in fire management.

7.   Report on the importance of communications technology, fire service networks, and the Internet when conducting problem-solving analysis and managing trends.

8.   Develop a clear understanding of the national assessment models and their respective approaches to certification.

Course Objectives

Module I: Leading and Managing Purposefully with a Community Approach

After completing this module, you will be able to:

1. Describe the role of the fire/emergency medical services department as a part of the community government and comprehensive plan.

2. Explain the importance of a good working relationship with public officials and the community as a whole.

3. Assess ways to develop a good working relationship with public officials and the community.

4. Identify local, State, and national organizations that will be beneficial to your department.

5. Describe how to take a proactive role in local, State, and national organizations.

6. Identify effective skills for developing a cooperative relationship with fire and emergency services personnel, as well as public officials and the general public.

Module II: Core Administrative Skills

After completing this module, you will be able to:

1. Identify the core skills essential to administrative success.

2. Describe the integrated management of financial, human, facilities, and equipment and information resources.

3. Explain the importance of public access to government operations.

4. Describe the key elements of successful communication.

5. Recognize the basic management theory in use in your agency.

6. Recognize the formal and informal dynamics of public organizations, and describe strategies to ensure success.

7. Discuss the components and styles of leadership.

8. Identify and discuss a practical agency evaluation process.

Module III: Planning and Implementation

After completing this module, you will be able to:

1. Describe the process of consensus-building.

2. Describe the components of project planning.

3. Identify the steps of the planning cycle.

4. Discuss how an environmental assessment determines the strategic issues and direction of an organization.

5. Assess the interrelationship between budgeting, operational plans, and strategic plans.

6. Analyze the importance of an organizational culture and mission in the development of a strategic plan.

7. Describe the purpose, function, and current and future security concerns of working document publication, storage, and integrity.

8. Explain how a fire and emergency service administrator creates a vision of the future for his or her organization.

Module IV: Leading Change

After completing this module, you will be able to:

1. Describe the importance of accepting and managing change within the fire and emergency service department.

2. Identify models of change commonly used in organizations.

3. Summarize the steps of the change management process.

4. Assess ways to create a positive climate for change, and introduce new ideas within the organization.

5. Describe how an organization can respond to current or emerging events or trends.

6. Explain the benefits of employee involvement in departmental decisions.

7. Demonstrate innovative ways to address traditional problems within the organization.

8. Describe ways to increase and reward professional development efforts.

Module V: CRM — A 21st Century FESA Responsibility

After completing this module, you will be able to:

1.   Assess the importance of integrating fire and emergency services into a community's comprehensive plan.

2.   Assess your organization's capabilities and needs based on risk analysis probabilities.

3.   Describe the relationship between community risk analysis and strategic and operational planning.

4.   Identify the major steps of a community risk assessment.

5.   Identify direct and indirect costs associated with fire.

6.   Analyze economic incentives that encourage and discourage fire prevention.

7.   Describe the role of fire and emergency services in the economic development and neighborhood preservation programs of the community.

Available Texts

Bruegman, R. R. (2012). *Advanced fire administration*. New York, NY: Pearson. ISBN-10: 0-13-282438-8; ISBN-13: 978-0-13-282438-5. http://bradybooks.com/store/product.aspx?isbn=0132824388

Buckman, J. M., III (Ed.). (2006). *Chief fire officer's desk reference*. Sudbury, MA: Jones & Bartlett Publishers. ISBN: 9780763729356. https://www.psglearning.com/catalog/productdetails/9780763729356

Cote, A. E. (Ed.). (2008). *Fire protection handbook, volumes I and II* (20th ed.). National Fire Protection Association. https://www.constructionbook.com/store/product/fire-protection-handbook-20th-edition

Course Outline

I.   A Community Approach to Fire Administration

        A.   Political Considerations
        B.   Persuasion and Influence
        C.   Followership

II. Core Skills Required of a Modern Fire Administrator

    A. Resource Management
    B. Communication and Public Access
    C. Organization
    D. Management Dynamics

III. Planning, Decision-making and Implementation

    A. Decision-making Strategies and Methods
    B. Building Consensus
    C. Policy Development and Implementation
    D. Project Management
    E. Strategic Planning
    F. Operational Planning
    G. Documentation

IV. Leading Change

    A. Change Management
    B. Social and Cultural Considerations for Change
    C. Implementing External Mandates
    D. Planning for a Sustainable Organization
    E. Professional Development
    F. Anticipating Change

V. Community Risk Management

    A. Role of the Fire Department in Community Risk Dynamics
    B. Risk Assessment and Planning
    C. Economic Development and Emergency Planning

Community Risk Reduction for the Fire and Emergency Services (C0287)

Course Description

This course provides a theoretical framework for the understanding of the ethical, sociological, organizational, political, and legal components of community risk reduction, and a methodology for the development of a comprehensive community risk-reduction plan.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Identify ways to become champions of risk reduction.

2.   Develop and meet community risk-reduction objectives.

3.   Identify and develop intervention strategies.

4.   Implement a risk-reduction program.

5.   Review and modify risk-reduction programs.

Course Objectives

Module I: Introduction to Community Risk Reduction and the Fire Service

After completing this module, you will be able to:

1.   Define and understand community risk and community risk reduction.

2.   Evaluate the benefits and challenges of community risk reduction.

3.   Analyze the fire and emergency service department's and officer's role in community risk reduction.

4.   Develop a personal vision statement for community risk reduction in your community.

5.   Establish your community risk-reduction planning processes.

Module II: Develop and Meet Risk Reduction Objectives

After completing this module, you will be able to:

1.   Gain a thorough knowledge of your community by conducting a community inventory.

2.   Identify hazards and assess your community's vulnerability.

3.   Define levels of risk acceptable to your community.

4.   Assess the risks, and establish risk-reduction priorities. Create your risk-reduction objectives.

5.   Create your risk-reduction objectives.

Module III: Identify and Develop Intervention Strategies

After completing this module, you will be able to:

1.   Identify potential risk-reduction strategies.

2.   Analyze cost versus benefit to determine a plan of action for your community risk-reduction plan.

3.   Select realistic and achievable risk-reduction strategies.

4.   Develop an intervention strategy.

Module IV: Implement a Risk Reduction Program

After completing this module, you will be able to:

1.   Identify and locate needed resources for a community risk-reduction plan.

2.   Develop a risk-reduction implementation schedule.

3.   Assign roles and responsibilities within the risk-reduction team.

4.   Create your community risk-reduction action plan.

Module V: Review, Modify, and Market Risk Reduction Programs

After completing this module, you will be able to:

1.   Develop a risk-reduction evaluation strategy.

2.   Review and evaluate results of the evaluation process.

3.   Modify your risk-reduction initiatives.

4.   Develop a marketing/dissemination plan.

5.   Finalize the executive summary of your risk reduction plan.

Available Texts

Bruhn, J. G. (2011). *The sociology of community connections* (2nd ed.). Dordrecht, Netherlands: Springer. ISBN: 978-94-007-1632-2. https://link.springer.com/book/10.1007/978-94-007-1633-9#about

Cote, A. E. (Ed.). (2008). *Fire protection handbook, volumes I and II* (20th ed.). National Fire Protection Association. https://www.constructionbook.com/store/product/fire-protection-handbook-20th-edition

Additional Resources

Giesler, M. P. (2011). *Fire and life safety educator*. Clifton Park, NY: Delmar, Cengage Learning.

Course Outline

I.   Sociology of the Community

      A.   Psycho-social and Historical Aspects of "Community"
      B.   Community Types
      C.   Community Systems
      D.   Classifying Communities

II.   The Changing Nature of the Fire Threat

        A.   Response Considerations
               1.   Fire
               2.   Prevention
               3.   EMS
               4.   Hazardous Materials
               5.   The Urban Interface
        B.   Resource Organizations

III.   Fire Service Relations and Community Dynamics

        A.   The Cost of Fire
        B.   Community Diversity
        C.   Fire Service Relationship with Non-emergency Community Agencies
        D.   Economic Development and Partnerships

IV.   The Community Inventory

        A.   Demographic Resources

V.   Community Needs Assessment

        A.   Survey, Interviews, Questionnaires

VI.   Meeting the Community Fire Threat

        A.   Rural Fire Hazards and Threats
        B.   The Metro Fire Problem
        C.   The Role of Local Government
        D.   The Emergency Operations Center (EOC)

VII.   Types of Delivery Systems

        A.   Related Services

VIII.   Fire Service Relationships with Other Community Agencies

        A.   Federal Emergency Management Agency (FEMA)
        B.   United States Fire Administration (USFA)
        C.   Incident Command/Management Systems

IX.   The Incident Command System

        A.   History of ICS
        B.   ICS Dynamics and Structure

X.   Adversarial Relationships Within the Community

      A.   Sources of Conflict
      B.   Conflict Resolution
           1.   Negotiation and Decisionmaking
           2.   Evaluating Alternatives

XI.   Rethinking the Fire Department Mission

      A.   Changing Community Elements that Define the Mission
      B.   Creating a New Mission Statement
      C.   Defining Impact Objectives
      D.   Program Objectives
      E.   Quality Control

XII.   Shaping Community Policy

      A.   The Fire Department and Community Interaction

XIII.   Master Planning for Community Protection

      A.   Origins of Master Planning
      B.   Dynamics of Master Planning
      C.   The Strategic Planning Model
           1.   12 Steps of Master Planning

XIV.   Shaping Community Perceptions of the Local Fire Service

      A.   Marketing and Public Relations

Fire Service Ethics (C0303)

Course Description

This course examines the basic principles of ethics as related to fire service operations and management with special attention given to current issues in the fire service.

Prerequisites

None

Course Outcomes

Upon completion of this course, you will be able to:

1.   Develop a value statement for your department.

2.   Devise and implement an ethics training program for your department.

3.   Review and revise minority recruitment strategies.

Course Objectives

Upon completion of this course, you will be able to:

1.   Identify what the term ethics means, and why it is important to the fire service.

2.   Distinguish between social norms, morality, ethics, and the law.

3.   Compare and contrast the concepts of values, beliefs, and attitudes.

4.   Explore how the concepts of accountability, obligation, and responsibility define ethical behavior.

5.   Contrast modern and classical philosophy of ethical study as they relate to the fire service.

6.   Contrast and compare fire service ethics standards and guidelines.

7.   Review a firefighter's professional obligations and responsibilities.

8.   Appraise the ethical responsibilities associated with leadership.

9.   Evaluate current issues in fire service ethics.

10.   Identify the values of a diverse workplace.

11.   Identify benefits, hindrances and tactics related to achieving diversity.

12.   Compare and contrast internal versus external ethical control systems.

13.   Review the principles of integrity-based management programs.

14.   Apply relevant State and Federal ethics laws to fire service administration.

15.   Appraise various influences on ethical decision-making.

16.   Evaluate tactics for implementing an ethical culture.

17.   Explore best practices in building an ethical culture.

Available Text

Walker, H. S. (2020). *Fire service ethics*. Burlington, MA: Jones & Bartlett Learning.
https://www.psglearning.com/fire/science/productdetails/9781284171655

Assessment

Students will be evaluated for mastery of learning objectives by methods of evaluation to be determined by the instructor.

Point of Contact

H. Scott Walker, Western Illinois University (309)298-2625;
Email: hs-walker@wiu.edu

Course Outline

Section I — Foundational Studies

I.   Introduction

      A.   What is Ethics?
      B.   Why Study Ethics?
      C.   Why be Ethical?
      D.   Why is Ethics of Value to the Fire Service?

II.   Understanding Ethics

      A.   Social Norms
              1.   Norms
              2.   Folkways
              3.   Mores
              4.   Taboos
      B.   Morality
              1.   What is it?
              2.   Where does it come from?
      C.   Ethics
              1.   How do they differ from morals?
              2.   How are ethics determined?
              3.   Professional versus Personal Ethics
      D.   Law
              1.   Mallum en se & mallum prohibitum
              2.   Law & Ethics
              3.   Law and Morality
      E.   The Role of Religion
              1.   Religion and Morality
              2.   Religion and Free Will

III.   Behavior Influences

      A.   Values
      B.   Beliefs
      C.   Attitudes
      D.   Distinguishing Needs & Wants
      E.   The Role of Responsibility
              1.   Subjective Responsibility
              2.   Objective Responsibility
      F.   Integration of Behavior

IV.   Ethics & Philosophy

      A.   Validity
      B.   Normative Ethics
              1.   Utilitarianism
              2.   Deontology
      C.   Virtue Ethics
      D.   Constructivism
              1.   Benefice Ethics
              2.   Egoism
      E.   Social Contracts
      F.   Subjectivism
      G.   Meta-Ethics

Section II — Ethics in the Fire House

V.   Professional Ethics within the Fire Service

      A.   Are we a profession or a job?
      B.   Professional Standards
      C.   Firefighter Code of Ethics
      D.   The Importance of Character

VI.   Firefighter's Responsibility

      A.   Fire Service Values
            1.   Duty
            2.   Compassion
            3.   Honesty
            4.   Team Work
            5.   Competency
            6.   Bravery
            7.   Loyalty — Thin Red Line
      B.   Objective responsibilities
            1.   Department Policy
            2.   Competency
            3.   Safety
      C.   Honoring trust
            1.   Privacy
            2.   HIPPA
            3.   Gossip
      D.   Subjective Responsibility
            1.   Personal Values
            2.   Career Ambition
            3.   Tradition
            4.   Balancing Home Life with Work Life
      E.   Benefice Ethics & Contact Theory Applied to Emergency Response

VII.   Ethics & Leadership

      A.   Ethics and Company officers
            1.   Enforcing Policy
            2.   Modeling Behavior
      B.   Duty
            1.   Duty to Teach
            2.   Duty to Superiors
            3.   Duty to Subordinates
      C.   Balancing Leadership
            1.   Unions & Management
      D.   Servant Leadership

VIII.   Contemporary Issues

       A.   Privacy
       B.   Off Duty Activity
       C.   Pay per Spray
       D.   Social Media
       E.   Politics
       F.   On the Job Relationships
       G.   Harassment
       H.   Use of Internet

IX.   Diversity

       A.   What is diversity?
           1.   Value in Diversity
           2.   Organizational Adaptation
           3.   The Ethics of Workplace Fairness
       B.   Recruitment & Hiring
           1.   Legal Issues
           2.   The Ethics of Affirmative Action
           3.   The Ethics of Quotas
       C.   Promotions
       D.   Women's Issues in the Fire Service
       E.   Hostility in the Workplace

Section III — Administrative Ethics

X.   Managing Ethics

       A.   External Governance
           1.   Herman Finer
           2.   The Role of Policy in Ethics
       B.   Internal Governance
           1.   Carl J Friedrich
       C.   Bounded & Unbounded Ethical Systems
       D.   Compliance Based Versus Integrity Based Systems
           1.   What are Compliance Based Ethical Control?
           2.   What are Integrity Based Controls?
           3.   Limits of Each Control System
           4.   Results of Each System
       E.   Organization Structure and Ethics
           1.   Scalar Structure
           2.   Flat Structure

XI.   Leading an Ethical Culture

  A. Unbounded Ethics
  B. Building an Ethical Culture
    1. The Role Value Based Leadership
    2. Testing for Ethics
  C. Maintaining an ethical culture
    1. Modeling Ethics
    2. Training in Ethics
    3. Ethics within Training
    4. Continuity of Values through Chain of Command

XII.   Fire service ethics & the law

  A. Ethical Conflicts
    1. Conflict of Interest
    2. Conflict of Authority
    3. Conflict of Roles
    4. Quid Pro Quo
  B. Social Ethical Controls
    1. Equal Opportunity
    2. Sexual Harassment
    3. Diversity
    4. ADA Rules
  C. Financial Ethical Controls
    1. Accounting Practices
    2. Bidding and Purchasing
    3. Appropriation of Funds
  D. Ethics of Confidentiality
    1. HIPPA
    2. Trade Secrets
    3. Personnel Records
  E. Ethics & Transparency
    1. Freedom of Information
    2. Open Meetings Acts
    3. Reporting Requirements
    4. Record Keeping & Disposal
      a. Email & Correspondence
    5. Whistle Blowers

Section IV — Applied Ethics

XIII.   Ethical decision making

  A. Levels of Ethical Reflection
    1. Morals Rules Level