

Las Positas College
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Course Outline for FST 72

FIRE MANAGEMENT 1

Effective: Spring 2009

I. CATALOG DESCRIPTION:

FST 72 — FIRE MANAGEMENT 1 — 2.00 units

Designed for Company Officers or for Firefighters preparing for the position of Company Officer. This course prepares or enhances the first line supervisor's ability to supervise subordinates. It introduces key management concepts and practices utilized by Company Officers, and includes discussions about decision making, time management, leadership styles, personnel evaluations, and counseling guidelines. This is a State of California Fire Marshal, State Fire Training, CFSTES (California State Fire Service Training and Education System) course approved by the California State Fire Board. A certificate will be issued by the California State Fire Marshal, State Fire Training upon successful completion of the course. This course satisfies one of the course component requirements for the certification track of "Company Officer". This course also meets or exceeds all Level I and Level II NFPA 1021, "Standards for Fire Officer Professional Qualifications" that apply to management.

2.00 Units Lecture

Grading Methods:

Letter Grade

Discipline:

	<u>MIN</u>
Lecture Hours:	36.00
Total Hours:	36.00

II. NUMBER OF TIMES COURSE MAY BE TAKEN FOR CREDIT: 1

III. PREREQUISITE AND/OR ADVISORY SKILLS:

IV. MEASURABLE OBJECTIVES:

Upon completion of this course, the student should be able to:

- A. Describe the transition from firefighter to fire officer by identifying the skills and responsibilities required of first level supervisors;
- B. Demonstrate an understanding of how internal and external influences affect the fire officer and how to effectively deal with these influences;
- C. Identify supervision, management, and leadership concepts, practices, and theories; 4. describe in summary the advantages, disadvantages, and effects of various recognized styles of leadership and leadership profiles;
- D. Recognize common emotional and behavioral characteristics of an individual or working group as it applies to the responsibility of subordinates and supervisors;
- E. Describe basic supervisory, managerial, and leadership skills required in decision making, delegating, personnel motivation, communicating, time management, resource management, record keeping, team building, disciplinary functions, and dealing with change and stress;
- F. Utilize techniques used by supervisors in managing personnel; conducting interviews, controlling work activities, goal setting, evaluating, promoting affirmative action, and managing the work place environment;
- G. Recognize the effects, interpretation, implementation, and development of policies and procedures, and the necessity for accuracy, clarity, and impartiality.

V. CONTENT:

- A. Management and Supervision
 1. Definition of a Supervisor
 2. Required skills and abilities of today's Fire Officer
 3. Six basic rules of personal success as a Fire Officer
- B. Principles of Organization and Organizational Structures
 1. Fire Department Organization Structure
- C. Motivation
 1. Motivation defined
 2. Motivational needs
 3. Motivation and delegation
 4. Maslow's Theory
 5. Vroom's V.I.E. Theory (Expectancy Theory)
 6. Failure of individual needs
- D. Delegation
 1. What should be delegated
 2. Organizational purpose for delegation

3. Effective delegation
4. Struggles with delegation
5. How to delegate
6. Roadblocks to delegation
7. Why, when, and how do we under delegate
- E. Problem Solving and the Decision Making Process
 1. Decision Model
- F. Verbal Communication
 1. Communication Process
 2. Barriers and bridges to effective communication
 3. Developing communication awareness
 4. Face-to-face communications
 5. Fireground orders
 6. Informal communications, "The Grapevine"
- G. Written Communication
 1. Formal Communications
 2. Procedures
 3. Orders and directives
 4. Computers
- H. Group Dynamics
 1. Understanding groups
 2. The group as individuals
 3. Transactional Analysis
 4. Socioeconomic/cultured diversity factors in group development
- I. Managing Conflict
 1. Types of conflict
 2. Conflict outcomes
 3. Grievances and/or disciplinary action situations
- J. Performance Evaluations
 1. Who required for
 2. Preparation for performance evaluations
 3. Approach to subordinates
 4. Gaining acceptance and motivating for improved performance
 5. Guidelines for giving feedback
 6. Handling manipulation and criticism
 7. General guidelines
- K. Coaching, Counseling, and Progressive Discipline
 1. Failure to perform
 2. Objective counseling
 3. Performance counseling procedure
 4. Monitoring
 5. Discipline defined and types
- L. Due Process
 1. Employee's rights
 2. Safeguards
 3. Case Law, NLRB v. Weingarten, 420 U.S. 251, 1975
- M. Grievance Handling
 1. Situations and Resolution
 2. Formal Grievances
- N. Internal and External Influences
 1. Individuals as well as organizations
- O. Elements of Management
 1. Mission Statement
 2. Planning facilitated by goal setting
 3. Budgeting
 4. Organizing
 5. Implementation
- P. Managing Change
 1. Resistance and barriers to change
 2. Pressures for change in organizations
 3. Targets of change
 4. Key stages of successful change
 5. Individual and group change methods
- Q. Time Management
 1. Time management matrix
 2. Ten key points of effective time management
 3. Tools for personal organization
- R. Basic Views of Leadership
 1. Leaders vs. Managers
 2. Leadership Styles
 3. Leadership Continuum
- S. Situational Leadership
 1. Modern Management
 2. Power within the Organization
- T. Leadership Qualities and Traits
 1. Leadership in the future
- U. Managing the Workplace Environment
 1. Sexual Harassment - The Basics in Law
 2. EEOC Final Guidelines
 3. Response to instances of Sexual Harassment
 4. Cultural Diversity
- V. Affirmative Action, Equal Employment Opportunity, and ADA
- W. Safety Management
 1. NFPA Standards
 2. Senate Bill 198
- X. Stress Management and Wellness Programs
 1. Types of Stress and Stressors
 2. Flight or Fight Syndrome
 3. Dealing with Stress
 4. Personality Types

- 5. Management approaches to coping with stress
- 6. Health and wellness programs
- 7. (EAP) Employee Assistance Program
- 8. (CISD) Critical Stress Debriefing Program
- Y. NFPA 1500 Standard
 - 1. On duty firefighter deaths
 - 2. Related standards
 - 3. CAL OSHA and NIOSH
- A@. Liability of the Company Officer
 - 1. Legal duty and liability
 - 2. Basis for legal actions

VI. METHODS OF INSTRUCTION:

- A. Group discussion
- B. Audio-visual aids
- C. Individual and Group Activities
- D. **Lecture** -
- E. Oral and written reports
- F. Reading assignments
- G. Simulated problem solving

VII. TYPICAL ASSIGNMENTS:

A. Students will demonstrate an understanding and working knowledge of the dynamics of "Management and Leadership for the Company Officer", by participating and completing in individual and group activities, all exercises and activity sheets in Unit 1, Unit 2, Unit 3, Unit 4, Unit 5, and Unit 6 in the State Student Workbook. B. Students will participate as role players to demonstrate and practice the individual dynamics of communication and interpersonal relationships

VIII. EVALUATION:

A. **Methods**

- 1. Exams/Tests
- 2. Quizzes
- 3. Home Work
- 4. Other:
 - a. Methods:
 - 1. State supplied Mandated Certification Final
 - 2. Written quizzes (4) State supplied mandated Quizzes
 - 3. Satisfactory completion of student workbook activity sheets
 - 4. Satisfactory completion of scenario based student exercises

B. **Frequency**

- 1. Frequency:
 - a. Quizzes will be given at start of each class session
 - b. Homework will be assigned from each class session

IX. TYPICAL TEXTS:

- 1. - *Fire & Emergency Services for Company Officer*. 4th ed., IFSTA, 2007.
- 2. - *Fire Management 1, Student Supplement*., SFT, 2000.

X. OTHER MATERIALS REQUIRED OF STUDENTS: