

Name:	<i>Advanced Fire Administration</i>
Course Description:	This course examines organizational and leadership tools for fire service administrators, including community approaches to administration, core skills, planning and implementation, leading change, and community risk management.
Objectives:	Unit 1: Introduction
	No objectives for this unit.
	Unit 2: The Fire Service Administrator--A Community Approach
	By the end of this unit, you will be able to: <ul style="list-style-type: none"> • describe the role of the fire/EMS department as a part of the community government and comprehensive plan; • explain the importance of a good working relationship with public officials and the community as a whole; • list ways to develop a good working relationship with public officials and the community; • identify local, state, and national organizations that will be beneficial to your department; • describe how to have a proactive role in local, state, and national organizations; and • identify effective skills for developing a cooperative relationship with fire and emergency services personnel as well as public officials and the general public.
	Unit 3: Core Skills
	By the end of this unit, you will be able to: <ul style="list-style-type: none"> • identify the core skills essential to administrative success; • describe the integrated management of financial, human, facilities, and equipment and information resources; • explain the importance of public access to government operations; • describe the key elements of successful communication; • identify the enabling legislation for your agency; • discuss several of the constraints upon your agency's authority; • recognize the basic management theory in use in your agency; • recognize the formal and informal dynamics of public organizations and describe strategies to ensure success; • discuss the components and styles of leadership; and • identify and discuss a practical agency evaluation process.
	Unit 4: Planning and Implementation
	By the end of this unit, you will be able to: <ul style="list-style-type: none"> • compare and contrast operational planning with strategic planning; • compare and contrast an existing fire department strategic plan to the Fire Department Strategic Planning Model;

Objectives:	Unit 4: Planning and Implementation (cont'd)
	<ul style="list-style-type: none"> • explain when recognition-primed decision making and situational analysis decision making are best used and why; • list and describe the steps involved in the situational appraisal version of the scientific method; • differentiate between recognition-primed decisions and those that are not time critical; • describe the process of consensus building; • identify the advantage of nominal group decision making; • list the various types of employee-involved decision-making options; • describe the components of project planning; • list four types of mandated policies; • describe the differences and similarities among SOPs, SDPs, SDRs, and SOGs; • distinguish between internal and external stakeholders; • list techniques for gaining organizational buy in; • list and describe the steps of a standard training model as it applies to implementing policy within the organization; • define the term <i>core values</i> within the context of organizational culture; • describe the importance of an organization's mission and mandates in the development of a strategic plan; • provide examples of the following: <ul style="list-style-type: none"> a. challenges and opportunities contained in the external environment; b. weaknesses and strengths contained in the internal environments; • describe how an environmental assessment determines the strategic issues and direction of an organization; • describe how a fire service administrator creates a vision of the future for his or her organization; • list the steps of the planning cycle of an organization; • describe the interrelationship between the annual budget and the short-range plan; • differentiate between budgeting for operational plans and strategic plans; • identify the scope and content in short-range, medium-range, and long-range plans; • describe the relative degrees of certainty among the outcomes of short-range, medium-range, and long-range plans; • describe the interdependence among goals, objectives, action plans, and work plans; • list the advantages and disadvantages of the use of print versus electronic storage of planning documents; • identify the current and future security concerns regarding document storage and integrity; and • describe the purpose and function of working documents and when to publish a finished product.

Objectives:	Unit 5: Leading Change
	<p>By the end of this unit, you will be able to:</p> <ul style="list-style-type: none"> • describe the importance of accepting and managing change within the fire department; • identify models of change commonly used in organizations; • describe the concept of "incremental change" within the public context; • identify ways to create a positive climate for change within the organization; • demonstrate ways to introduce new ideas effectively; • identify the benefits of embracing diverse ideas; • describe how to implement new ideas within existing budget constraints; • describe an approach for implementing external mandates; • identify ways the organization can respond to current or emerging events or trends; • list examples of how organizations have successfully capitalized on trends or current issues; • list ways to recognize and reward innovation and risk taking within the public-agency context; • describe the role of pilot projects in gaining support for new ideas; • describe the benefits of employee involvement in department decisions; • identify ways to effectively develop the capabilities of employees through delegation; • describe the role of mentoring in preparing employees for advancement; • provide an example of how an employee can be challenged to think outside his or her normal role within the organization; • discuss the importance of handling a subordinate's failure or criticism in a positive manner; • demonstrate an innovative way to address a traditional problem; and • list ways of rewarding professional development efforts.
	<p>Unit 6: Community Risk Management</p> <p>By the end of this unit, you will be able to:</p> <ul style="list-style-type: none"> • identify the major steps of a community risk analysis; • identify five life safety hazards to be considered in a community risk analysis; • explain how to assess your organizational capabilities and needs based on risk analysis probabilities; • describe the relationship between community risk analysis and strategic and operational planning; • describe the components of an economic development program; • describe the role of fire and emergency services in the economic development and neighborhood preservation programs of the community; • describe the importance of integrating fire and emergency services into a community's comprehensive plan; • describe the importance of establishing Community Risk Management Partnerships; • identify direct and indirect costs associated with fire; and • discuss economic incentives that encourage fire prevention.

Objectives:	Unit 7: Where Do We Go From Here?	
	No objectives for this unit.	
Required Text:	<i>Advanced Fire Administration Course Guide</i> , National Fire Academy <i>Advanced Fire Administration Course Reference CD</i> , National Fire Academy	
Supporting References/ Research for Faculty and Students	<p>U. S. Fire Administration Publications: http://www.usfa.fema.gov/applications/publications/pubs_main.cfm See Fire Protection, Fire Administration, Fire Service Operations, Wildfire Applied Research: http://www.usfa.fema.gov/dhtml/inside-usfa/research.cfm Research Reports: http://www.usfa.fema.gov/dhtml/inside-usfa/r_reports.cfm Technical Reports: http://www.usfa.fema.gov/applications/publications/techreps.cfm Topical Fire Research Series: http://www.usfa.fema.gov/dhtml/inside-usfa/tfrs.cfm Learning Resource Center: http://www.usfa.fema.gov/dhtml/inside-usfa/lrc.cfm</p> <p>National Institute for Standards and Technology http://www.fire.nist.gov: Fire Tests/Data, Software/Models, Publications, FIREDOC (under Publications)</p> <p>Current Events/News http://www.firehouse.com/ http://www.fireengineering.com/ http://www.withthecommand.com/</p>	
Assessment:	Students will be evaluated for mastery of learning objectives by methods of evaluation to be determined by the instructor.	
NFPA Standards Addressed:	Unit(s)	Description
1021-3-1.1	2	Organization of local government
1021-4-1.1	2, 3, 4	Current national and international trends and developments
1021-4-3	2, 3, 4, 6	Developing programs to expand service and build partnerships
1021-4-3.1	2, 3, 4, 6	Prepare community awareness programs
1021-4-4	4	Preparing and developing a budget
1021-4-4.1	4	Develop a budget
1021-4-4.2	4	Develop a budget management system
1021-4-4.4	4	Direct the development of a record-keeping system
1021-4-4.5	4	Analyze and interpret records and data
1021-4-4.6	4	Develop a model plan

1021-5-4	4	Long-range planning
1021-5-4.1	4	Develop a comprehensive long-range plan
1035-4-3	6	Planning and development
1035-4-3.1	6	Develop a comprehensive organizational public fire and life safety strategy
1035-4-3.2	6	Create a collaborative fire and life-safety partnership
1035-4-3.3	6	Project current fire and life safety issues
1035-4-3.4	6	Develop a public policy recommendation
Chief Fire Officer Designation Competencies Addressed:		www.cfainet.org This course provides partial fulfillment of CFOD: Competency #1 Assessment and Planning Competency #2 Goals and Objectives Competency #3 Organizational Structure Competency #5 Administrative Support Competency #6 External Agency Relationships Competency #7 Administrative Policies Competency #8 Hiring and Promotional Practices Competency #9 Employee Relations
Point of Contact:		Edward Kaplan, United States Fire Administration (301) 447-1127, ed.kaplan@fema.gov

