



COURSE INFORMATION AND REQUIRED MATERIALS

PO Box 944246, Sacramento, CA 94244-2460

Course: Fire Management 2A: Organizational Development and Human Relations (2009) CFSTES
Hours: 40
Designed For: Chief Officers, Company Officers, Staff Officers, Training Officers and other Fire Service Managers
Description: This course provides information on the foundations of 1) individual behavior, personality and emotions, motivational concepts, individual decision making; 2) group behavior, work teams, group dynamics, group communication, conflict and negotiations, power and politics, leadership and creating trust; and 3) organizational structure, human resources policies and practices, organizational culture, and organizational change and development.
Prerequisites: Fire Management 1
Certification: Chief Officer
Class Size: 40
Restrictions: None

REQUIRED STUDENT MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Organizational Behavior, Stephen P. Robbins and Tim A. Judge	13 th	PH
▪ The Fire Chief's Handbook	Sixth	PW

REQUIRED INSTRUCTOR MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Instructor-developed Summative Test	Current	Instructor
▪ Myers-Briggs Forms or Kiersey Sort Forms	---	CPP
▪ Organizational Behavior, Stephen Robbins	12 th	PH
▪ The Fire Chief's Handbook	Sixth	PW
▪ The Fire Chief's Handbook Study Guide (Optional)	Sixth	PW

VENDORS		
CPP	Consulting Psychologist Press (800-624-1765)	www.cpp.com/company/contact.asp
JB	Jones and Bartlett Publishers (800-832-0034 x2)	www.jbpub.com
PH	Pearson/Prentice Hall	vig.prenhall.com
PW	PennWell Books/Fire Engineering (800-752-9764)	www.pennwellbooks.com/fire.html

FIRE MANAGEMENT 2A COURSE OUTLINE

Course Objectives: to provide the student with...

- a) Techniques to make the transition from supervisor to manager.
- b) Information regarding the impact of internal and external influences on the organization and the impact of culture.
- c) Information on personality traits inherent in individuals and their effect on the organization.
- d) Information on group dynamics and its impact on the organization.
- e) Information conflict resolution and negotiations.
- f) Methods and styles of leadership and techniques for creating trust within the organization.
- g) Information on the nature of power and politics within the organization.

Course Content.....40:00

Unit 1: Introduction

- 1-1 What Is Organizational Behavior?

Unit 2: The Individual

- 2-1 Foundations of Individual Behavior
- 2-2 Values, Attitudes, and Job Satisfaction
- 2-3 Personality and Emotion
- 2-4 Perception and Individual Decision Making

- 2-5 Basic Motivation Concepts
- 2-6 Motivation: From Concepts to Applications

Unit 3: The Group

- 3-1 Foundations of Group Behavior
- 3-2 Understanding Work Teams
- 3-3 Communication
- 3-4 Basic Approaches to Leadership
- 3-5 Contemporary Issues in Leadership
- 3-6 Power and Politics
- 3-7 Conflict and Negotiation

Unit 4: The Organization System

- 4-1 Foundations of Organization Structure.
- 4-2 Organizational Culture.
- 4-3 Human Resource Policies and Practices.

Unit 5: Organizational Dynamics

- 5-1 Organizational Change and Stress Management.

Unit 6: Contemporary Issues Regarding Organizational Development and Human Relations

Instructor-developed Summative Test



COURSE INFORMATION AND REQUIRED MATERIALS

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Course: Fire Management 2B: Fire Service Financial Management (2009) CFSTES
Hours: 40
Designed For: Chief Officers, Company Officers, Staff Officers, and other Fire Service Managers
Description: This course is designed to provide insight into the cyclical nature of budgeting and financial management. As a management course, the student will become familiar with essential elements of the financial planning, budget preparation, budget justification, and budget controls.
Prerequisites: Fire Management 1
Certification: Chief Officer
Class Size: 40
Restrictions: None

REQUIRED STUDENT MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Management Policies in Local Government Finance	Fifth	ICMA
▪ Managing Fire and Rescue Services (Optional)	2002	ICMA
▪ The Fire Chief's Handbook	Sixth	PW

REQUIRED INSTRUCTOR MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Instructor-developed Summative Test	Current	Instructor
▪ Management Policies in Local Government Finance	Fifth	ICMA
▪ Managing Fire and Rescue Services (Optional)	2002	ICMA
▪ The Fire Chief's Handbook	Sixth	PW
▪ The Fire Chief's Handbook Study Guide (Optional)	Sixth	PW

VENDORS		
ICMA	International City/County Management Association (202-289-4262)	www.icma.org/press/
JB	Jones and Bartlett Publishers (800-832-0034 x2)	www.jbpub.com
PW	PennWell Books/Fire Engineering (800-752-9764)	www.pennwellbooks.com/fire.html

FIRE MANAGEMENT 2B COURSE OUTLINE

Course Objectives: to provide the student with...

- a) Techniques to make the transition from supervisor to manager.
- b) Information on developing new revenue sources.
- c) Information on designing a budget process that includes performance reporting.
- d) Information on conducting strategic economic development.
- e) Information on debt management and bond sales.
- f) Techniques for using modern information systems to improve financial decisions.
- g) Methods for meeting the day-to-day challenges of financial management, from procurement to labor negotiations.

Course Content40:00

- Unit 1: The Local Government Setting
- 1-1 The Finance Function in Local Government
 - 1-2 Fiscal Structure in the Federal System
 - 1-3 Public School Finance
 - 1-4 Local Government Expenditures and Revenues
- Unit 2: Management Tools
- 2-1 Forecasting Local Revenues and Expenditures
 - 2-2 Cost-benefit Analysis and the Capital Budget
 - 2-3 Budgeting
 - 2-4 Financial Accounting, Reporting, and Auditing

2-5 Enterprise Resource Planning Systems

Unit 3: Revenue Sources

3-1 The Property Tax

3-2 General Sales, Income, and Other Nonproperty Taxes

3-3 User Charges and Special Districts

Unit 4: Financial Management

4-1 Economic Development

4-2 Debt Management

4-3 Procurement

4-4 Cash and Investment Management

4-5 Risk Management

4-6 Public Employee Pension Funds

4-7 Unions and Collective Bargaining

Unit 5: Contemporary Issues Relating to Fire Service Financial Management

Instructor-developed Summative Test



COURSE INFORMATION AND REQUIRED MATERIALS

PO Box 944246, Sacramento, CA 94244-2460

Course: Fire Management 2C: Personnel and Labor Relations (2009) CFSTES
Hours: 40
Designed For: Chief Officers, Company Officers, Staff Officers, and other Fire Service Managers
Description: This course is designed to provide a fire manager with knowledge and insight of personnel, human resource, diversity management, legal mandates, labor relations, and related areas. Topics include areas of organizational development, productivity, recruitment and selection, performance systems, discipline, and collective bargaining. Methodology will include, but not be limited to, presentations, case studies, group exercises, focused discussions, and written assignments.
Prerequisites: Fire Management 1
Certification: Chief Officer
Class Size: 40
Restrictions: None

REQUIRED STUDENT MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Managing Human Resources: Productivity, Quality of Work Life, Profits	Seventh	MH
▪ The Fire Chief's Handbook	Sixth	PW

REQUIRED INSTRUCTOR MATERIALS	EDITION	VENDORS
▪ Applications in Human Resource Management (Optional)	2007	SWC
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Instructor-developed Summative Test	Current	Instructor
▪ Managing Human Resources: Productivity, Quality of Work Life, Profits	Seventh	MH
▪ The Fire Chief's Handbook	Sixth	PW
▪ The Fire Chief's Handbook Study Guide (Optional)	Sixth	PW

VENDORS		
JB	Jones and Bartlett Publishers (800-832-0034 x2)	www.jbpub.com
MH	McGraw Hill Higher Education	http://catalogs.mhhe.com/mhhe/home.do
PW	PennWell Books/Fire Engineering (800-752-9764)	www.pennwellbooks.com/fire.html
SWC	South Western College Pub	

FIRE MANAGEMENT 2C COURSE OUTLINE

- Course Objectives: to provide the student with...
- a) Techniques to make the transition from supervisor to manager.
 - b) Information on the significant, competitive, legal and social issues that affect productivity, quality of life, and organizational success.
 - c) Information on major legislation that impacts personnel, such as the Civil Rights Act, Equal Pay Act, Occupational Safety and Health Act.
 - d) Information on employment tools needed to manage human resources effectively, including job analysis and design, human resource planning, and employee development.
 - e) Information on current compensation and motivation practices used by organizations to improve employee performance and productivity.

Course Content.....40:00

- Unit 1: Environment
- 1-1 Human Resources in a Globally Competitive Business Environment
 - 1-2 The Financial Impact of Human Resource Management Activities
 - 1-3 The Legal Context of Employment Decisions
 - 1-4 Diversity at Work

Unit 2: Employment

- 2-1 Analyzing Work and Planning for People
- 2-2 Recruiting
- 2-3 Staffing

Unit 3: Development

- 3-1 Workplace Training
- 3-2 Performance Management
- 3-3 Managing Careers

Unit 4: Compensation

- 4-1 Pay and Incentive Systems
- 4-2 Indirect Compensation: Employee Benefit Plans

Unit 5: Labor-management Accommodation

- 5-1 Union Representation and Collective Bargaining
- 5-2 Procedural Justice and Ethics in Employee Relations

Unit 6: Support and International Implications

- 6-1 Safety, Health, and Employee Assistance Programs
- 6-2 International Dimensions of Human Resource Management

Unit 7: Contemporary Issues Relating to Personnel and Labor Relations

Instructor-developed Summative Test



COURSE INFORMATION AND REQUIRED MATERIALS

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Course: Fire Management 2D: Strategic Planning (2009) CFSTES
Hours: 40
Designed For: Chief Officers, Company Officers, Fire Service Managers, and City Managers/County Administrative Officers and Planners
Description: This course is designed to educate Chief Officers on the strategic planning process and why each of the steps in the process is critical if the plan is to succeed. Although the strategic planning process may be thought of as extremely complicated, this course will provide timely advice and easy to use tools to assist in the strategic planning process. This course is intended to be consistent with critical elements of the accreditation process and its associated self-assessment manual.
Prerequisites: Fire Management 1
Certification: Chief Officer
Class Size: 40
Restrictions: None

REQUIRED STUDENT MATERIALS	EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Fire Department Strategic Planning: Creating Future Excellence	Second	PW
▪ The Fire Chief's Handbook	Sixth	PW
REQUIRED INSTRUCTOR MATERIALS		
▪ Chief Fire Officer's Desk Reference (Optional)	2006	JB
▪ Fire Department Strategic Planning: Creating Future Excellence	Second	PW
▪ Instructor-developed Summative Test	Current	Instructor
▪ The Fire Chief's Handbook	Sixth	PW
▪ The Fire Chief's Handbook Study Guide (Optional)	Sixth	PW
VENDORS		
JB	Jones and Bartlett Publishers (800-832-0034 x2)	www.jbpub.com
PW	PennWell Books/Fire Engineering (800-752-9764)	www.pennwellbooks.com/fire.html

FIRE MANAGEMENT 2D COURSE OUTLINE

- Course Objectives: to provide the student with...
- a) Techniques to make the transition from supervisor to manager.
 - b) Concepts that form the foundation of strategic planning.
 - c) Information on escaping from the typical operational thinking, to begin strategic thinking, and ultimately to manage organizations strategically
 - d) The strategic planning process and why each step is critical if the plan is to succeed.
 - e) Methods to simplify the strategic planning process.
- Course Content.....40:00
- Unit 1: Strategic Planning
- 1-1 Introduction/Overview of Strategic Planning
 - 1-2 Revisiting Your Existing Strategic Plan
 - 1-3 Speed Planning for the Time Challenged Proactive Futurist
 - 1-4 Strategic Planning and the Commission on Fire Accreditation International
 - 1-5 Planning To Plan Strategically
 - 1-6 Understanding and Applying the Values of the Department
 - 1-7 The Value of Vision to Organizational Change
 - 1-8 Identifying the Department's Mandates
 - 1-9 Developing the Mission of the Department
 - 1-10 Understanding and Defining the Philosophy of Operations

- 1-11 Assessing the Challenges and Opportunities of the External Environment
 - 1-12 Assessing the Weaknesses and Strengths of the Internal Environment
 - 1-13 Identifying the Strategic Issues of the Department
 - 1-14 Creating Strategies for Strategic Issues
 - 1-15 Creating the Department's Ideal Future Through Proactive Futuring
 - 1-16 Operational Planning from a Strategic Perspective
 - 1-17 Strategic Management and Master Planning
 - 1-18 Cyclic Planning
- Unit 2: Contemporary Issues Relating to Strategic Planning
Instructor-developed Summative Test



COURSE INFORMATION AND REQUIRED MATERIALS

PO Box 944246, Sacramento, CA 94244-2460

Course: Fire Management 2E: Ethics and the Challenge of Leadership (2009) CFSTES

Hours: 40

Designed For: Chief Officers, Company Officers, Staff Officers, and other Fire Service Managers

Description: In this course, the participant will correlate personal core values and characteristics to ethical decisions and behaviors. In addition, the participant will explore ethical and principle-centered leadership, including ethical systems, ethical dilemmas, and ethical decision-making models. The participant will also examine challenges and develop strategies for leading in public safety organizations serving diverse and dynamic communities. The participant will use a variety of learning modalities including case studies, video analyses, and critical thinking scenarios to explore ethics and the challenges of leadership.

Prerequisites: None

Certification: Chief Officer

Class Size: 40

Restrictions: None

REQUIRED STUDENT MATERIALS		EDITION	VENDORS
▪ Chief Fire Officer's Desk Reference (Optional)		2006	JB
▪ Leadership Development Studies		Fourth	PTK
▪ Making Ethical Decisions		2002	JIE
▪ The Fire Chief's Handbook		Sixth	PW
▪ The Leader of the Future 2: Visions, Strategies, and Practices for the New Era		2006	J-B
REQUIRED INSTRUCTOR MATERIALS			
▪ Chief Fire Officer's Desk Reference (Optional)		2006	JB
▪ Instructor-developed Summative Test		Current	Instructor
▪ Leadership Development Studies		Fourth	PTK
▪ Making Ethical Decisions		2002	JIE
▪ The Fire Chief's Handbook		Sixth	PW
▪ The Fire Chief's Handbook Study Guide (Optional)		Sixth	PW
▪ The Leader of the Future 2: Visions, Strategies, and Practices for the New Era		2006	J-B
VENDORS			
JB	Jones and Bartlett Publishers (800-832-0034 x2)		www.jbpub.com
J-B	Jossey-Bass		www.josseybass.com
JIE	Josephson Institute of Ethics		www.josephsoninstitute.org
PTK	Phi Theta Kappa		http://leadership.ptk.org/
PW	PennWell Books/Fire Engineering (800-752-9764)		www.pennwellbooks.com/fire.html

FIRE MANAGEMENT 2E COURSE OUTLINE

Course Objectives: to provide the student with...

- a) Information on correlating personal core values and characteristics to ethical decisions and behaviors.
- b) Ethical dilemmas and appropriate models for making effective ethical decisions.
- c) Information to define and discuss principle-centered leadership.
- d) Information to recognize the risks and rewards of ethical and principle-centered decision-making.
- e) Information to justify the importance of service as a foundational aspect of leadership.
- f) Information to recognize the challenges of leading in a dynamic and diverse community.
- g) Strategies for leading in a challenging environment.
- h) Information on how leaders contribute to the establishment of a high trust organizational culture.
- i) A personal leadership development plan.
- j) A method to evaluate leadership responsibility as it relates to ethics, values, and challenges within the public safety environment.

Course Content.....	40:00
Unit 1: Course Introduction/Reflection	
1-1 Overview of Course, Description and Course Objectives	
1-2 Introductions (Facilitated Activity)	
1-3 Course Components	
1-4 Reflections on Previous Course Work and Journal Work	
Unit 2: Ethics	
2-1 What are Ethics, Morality, Leadership and More?	
2-2 Personal Values/Ethical Behavior	
2-3 Why Be Ethical and the Advantages/Disadvantages?	
2-4 Why Study Ethics?	
2-5 Video Case Study: <i>Cider House Rules</i>	
Unit 3: Ethical Systems	
3-1 Thinking Ethically: A Framework for Moral Decision Making	
3-2 Ethics Awareness Inventory	
3-3 Video Case Study: <i>Miss Ever's Boys – Part One</i>	
Unit 4: Ethics and Decision Making	
4-1 Evolution of Ethical Decision-making: Kohlberg's Stages of Morality	
4-2 Ethical Choices: Kohlberg - Case Studies	
4-3 A Model for Making Moral Decisions – Scott Rae	
4-4 Video Case Study: <i>Miss Ever's Boys – Part Two</i>	
4-5 Ethical Models	
4-6 Public Safety Scenarios	
4-7 Video Case Study: <i>Miss Ever's Boys – Part Three</i>	
Unit 5: Ethics and Principled Leadership	
5-1 Defining Leadership	
5-2 Leadership Principles: Colin Powell's Rules	
5-3 Principle Centered Leadership	
5-4 Video Clip: <i>FBI Academy: The Public Trust</i>	
5-5 Code of Ethics	
5-6 Video Case Study: <i>Crimson Tide</i>	
Unit 6: Servant Leadership	
6-1 Understanding Servant Leadership	
6-2 Video Presentation: <i>Gandhi or Radio</i>	
6-3 Role Models and Servant Leadership	
Unit 7: The Challenges of Leadership	
7-1 Whom to Choose	
7-2 Video Presentation: <i>Billy Budd</i>	
7-3 The Ethical Test	
7-4 Developing Strategies for Leading in the Future	
Unit 8: Course Conclusion	
8-1 Personal Leadership Assessment Peer Review	
8-2 Leadership Shadow Presentations	
8-3 Community Leadership Involvement Presentations	
8-4 Leadership Program Self Assessment	
8-5 Leadership Development Plan Submission	
Instructor-developed Summative Test	