



DEPARTMENT OF FINANCIAL SERVICES

Division of State Fire Marshal
Bureau of Fire Standards & Training

Chief Officer

Title: Master Syllabus

Date: October 19, 2016

Course Title	Chief Officer
Course Number	FFP3785, BFST3785, ATPC3785 (Old number RN9516)
Prerequisite(s)	None
Revision Date	October 19, 2016
College Credit Recommendation	
Continuing Education Units (CEU's)	Counts for instructor, inspector and fire code administrator renewal.
Class Days/Time	Monday – Friday 8:00 a.m. – 6:00 p.m.
Executive Development Program Supervisor	Patrick Giacobbe patrick.giacobbe@myfloridacfo.com
Program Manager	Mary-Ellen Harper Mary-Ellen.Harper@myfloridacfo.com
Class Location	Room 107
Course Description	This course is a combination of classroom and practical applications. The course will meet the JPR's of NFPA 1021 Officer III. The course will present the principles of management theory and its application to the fire service. The course will cover topics such as communications, professional development, community and intergovernmental relations, human resources, legal issues, strategic planning, public education, budget and financial issues, and emergency management.
Student Learning Outcomes	After the successful completion of this course, the student will be able to do the following: <ol style="list-style-type: none">1. Discuss the importance of leadership in the fire service.2. Explain the importance of effective communications during emergency and non-emergency activities.3. Identify the importance of continuous improvement for the fire officer.4. Describe how the fire officer interacts with the community.5. Define intergovernmental relations and explain the importance of these relations.6. Identify elements of efficient human resource management.7. Explain laws and legal issues that fire departments have to follow.

	<p>8. Explain strategic planning and its role in the fire service.</p> <p>9. Describe emergency management functions and the fire departments role.</p> <p>10. Describe the fire departments role in code enforcement and public education.</p> <p>11. Discuss financial issues faced by fire departments and how to manage a department's finances.</p>
Required Textbook	<i>Chief Officer Principles and Practice</i> ; Jones & Bartlett (2012) ISBN: 978-0-7637-7929-0
Required Materials	Research project.
Method of Instruction	Classroom
Grading	Passing 70%
Certification(s)	<p>One of three required courses for Fire Officer III certification.</p> <p>FFP3785, BFST3785, ATPC3785 Chief Officer</p> <p>FES3780, BFST3780 ATPC3780 Analytical Approaches in Public Fire Protection</p> <p>FFP2770, BFST2770, ATPC2770 Legal and Ethical Issues for the Fire Service</p>
Attendance Policy	You are required to attend all sessions of the course and complete all pre-course assignments. Failure to appear in class for a scheduled activity will be considered an absence. Students are allowed to miss 10% of the class and still receive credit. There are no makeup sessions.
Academic Integrity	<p>Academic integrity is crucial to the learning community and indicates respect for the college, the instructor, the course, your classmates and yourself. Any violation of this trust, including but not limited to cheating, plagiarism, collusion, or using or having any content of an un-administered test, will result in immediate dismissal from the course. Under Florida Statute 633, any student dismissed for academic dishonesty can be refused acceptance for any course administered by FSFC.</p> <p>Training Provider Message The course must be recognized by the Fire and Emergency Services Higher Education program or the course is determined by the Division to be equivalent to the Statewide Course Numbering System or Fire and Emergency Services Higher Education course.</p> <p>Instructor Message An instructor providing training must be qualified by the Bureau of Fire Standards and Training or instructors with requisite faculty credentials for the academic institution that is registered in the Florida Department of Education Statewide Course Numbering System to teach the course or instructors with requisite faculty credentials as determined by the United States Fire</p>

	<p>Administration-National Fire Academy or instructors with requisite faculty credentials as determined by the respective regionally accredited or nationally accredited university or college or instructors who hold an active Single Course Exemption Certification issued by the Division. Instructors who hold an active Fire Officer II Certification issued by the Division after November 18, 2013, and an active Instructor II Certification issued by the Division. Instructors who hold an active Firesafety Inspector I, Firesafety Inspector II or Fire Code Administrator Certification issued by the Division and an Instructor II Certification issued by the Division may teach the "Building Construction for the Fire Service."</p> <p>Pre-Certification Message</p> <p>There are two methods available to qualify for Fire Officer III certification. First option: designed for persons who have at least five years of full time equivalent experience as a Florida certified Fire Officer. Possess an active firefighter certificate of compliance issued by the Division or have met the curriculum requirements for Volunteer firefighter. Possess an active Instructor I certificate of competency issued by the Division. Possess an active Fire Officer I or II certificate of competency issued by the Division prior to November 18, 2013. Meet the job performance requirements of NFPA 1021-Fire Officer III (2009). Complete the Fire Officer III Curriculum. Complete the prerequisite course titled "ICS-400: Advanced ICS Command and General Staff: Complex Incidents" or a course determined by the Division to be equivalent. Pass the Fire Officer III Exam with a score of 70% or higher. Complete the National Fallen Firefighters Foundation course titled "Courage to Be Safe" or a course determined by the Division to be equivalent. Second option: Portfolio Program. Designed for persons who have at least five years of full time equivalent experience as a Florida certified Fire Officer. Applicant must hold an active Firefighter Certificate of Compliance issued by the Division or have met the curriculum requirements for Volunteer Firefighter. Hold an active Instructor I certificate of competency issued by the Division. Hold an active Fire Officer I or II certificate of competency issued by the Division prior to November 18, 2013 or hold an active Fire Officer II certificate of competency issued by the Division after November 18, 2013. Meet the program prerequisites, the objectives required by the NFPA 1021 Fire Officer III standard and the Fire Officer III curriculum as evidenced in the Fire Officer III Portfolio. Pass the Fire Officer III exam with a score of 70% or higher. When</p>
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	<p>taking a state exam, please ensure that your personal profile matches their identification that you plan to produce at Pearsonvue.</p> <p>NFPA Subject Fire Officer III and Level</p>
<i>Students with Disabilities</i>	Any student who has a permanent or temporary disability that may require a reasonable accommodation to participate in the course must present documentation of the disability and requested accommodation no later than the beginning of the course.
<i>Emergency Evacuation Policy</i>	<p>Occupants of buildings on the Florida State Fire College campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation.</p> <ul style="list-style-type: none"> • Familiarize yourself with all exit doors of the classroom and the building. • Remember that the nearest exit door may not be the one you used when you entered the building. • If you require assistance to evacuate, inform the instructor on the first day of class. • In the event of an evacuation, follow the guidance of the instructor. • Do not re-enter a building unless you are given instructions by Florida State Fire College personnel to do so.
<i>Requesting Emergency Care</i>	Any request for emergency care should be initiated by calling “911” from any phone on campus of the Florida State Fire College. Phones are located in each classroom. Additionally, in the event of any emergency, immediately contact an instructor or staff member.
<i>Critical Event Procedures</i>	<p>Severe Weather – there is a lightning detection system on campus which has an audible 15 second blast of an air horn. If you are outside, please follow your instructor or move to the closest permanent building. Once the threat is over, there will be three 5 second blasts of the signal.</p> <p>Security – During the daytime, security is handled by full time faculty and staff. There are security guards on duty in the evenings and weekends. Please comply with the requests made of security officers. Failure to do so can result in removal from campus.</p> <p>Student Badges – You will be issued a badge to be worn anytime you are on campus.</p>
<i>Enabling Objectives</i>	<p>Given information from discussion and reading materials, the student will perform the following objectives to a written test accuracy of at least 70% and meet the applicable job performance requirements of NFPA 1021 (2009).</p> <p>Chapter 1 Leadership</p>

1. Discuss the history of the fire service.
2. Explain the need for leadership in the fire service.
3. Explain the difference between the science and art of leadership.
4. Develop a higher level of leadership.
5. Discuss the different elements needed in a fire organization.
6. Explain the different leadership styles and how they pertain to the work of a chief officer.
7. Describe Florida's requirements for hiring, supplemental compensation, safety, certification, and ISO.
8. Describe an effective fire service leadership model.
9. Develop an effective fire service leadership model.

Chapter 2 Communication

1. Recognize common communication problems and understand how to mitigate them.
2. Explain the level of communication necessary for a chief officer.
3. Explain how to communicate with governing boards.
4. Discuss the purpose and components of a program proposal.
5. Discuss the purpose and components of a budget proposal.
6. Describe department-level communications through policies, directives, and standard operating procedures (SOPs).
7. Describe when and why to hold a department meeting.
8. Discuss communications used for an emergency incident.
9. Discuss the electronic forms of communication and how they impact the fire service.
10. Discuss the importance of record retention.
11. List and describe the various methods of external communications.
12. Describe the communications technologies available to Florida Fire Chiefs.
13. Explain the research process.
14. Communicate effectively with governing boards.
15. Develop a program proposal.
16. Develop a budget proposal.
17. Communicate within a department through policies, directives, and standard operating procedures.
18. Hold an effective department meeting.
19. Implement electronic forms of communication for both internal and external communications.
20. Conduct research effectively.

Chapter 3 Personal and Professional Development

1. Explain how a chief officer can develop personally and professionally using the concept of continuous improvement.

2. Discuss the benefits and methods of education and training at the chief officer level.
3. Discuss the effects of a chief officer's involvement in the community.
4. List fire service organizations that may help guide a chief officer's development.
5. Discuss the role of fire service credentials.
6. Develop personally and professionally using the concept of continuous improvement.
7. Choose methods of education and training relevant to the chief officer level.
8. Pursue fire service credentials.

Chapter 4 Working in the Community

1. List the roles of a chief officer in working with the community.
2. Discuss the roles stakeholders play in a community and in relationships with the fire department.
3. Discuss the importance of networking at the chief officer level.
4. Perform the roles and responsibilities of a chief officer in terms of a community's needs.
5. Communicate effectively with stakeholders.
6. Network with other departments and officials to solve problems.

Chapter 5 Intergovernmental Relations

1. Describe the key players in intergovernmental activities.
2. Explain how government works and how to influence it.
3. Explain the concept of shared services and list examples.
4. Discuss intergovernmental teams and their purpose.
5. Describe the roles and responsibilities of the chief officer in terms of intergovernmental relations.
6. Discuss the role of communications in a chief officer's relationship with other organizations.
7. Describe how to create an organization's policy.
8. Communicate effectively with members of other organizations.
9. Create a policy for a fire department.

Chapter 6 Human Resources

1. Maximize efficiency in human resources in your organization.
2. Perform a demographic survey of your department and its community.
3. Describe various employee benefits and their importance.
4. Discuss personnel management in a fire organization.
5. Discuss professional development in a fire organization from the perspective of human resources.
6. Discuss the elements of personnel promotion, including policies, procedures, and processes.

7. Explain labor relations in the context of human resources.
8. Explain documentation and record keeping of human resource materials.
9. Describe Florida's record retention procedures.
10. Maximize efficiency in human resources in your organization.
11. Perform a demographic survey of your department and its community.
12. Implement various employee benefits.
13. Promote personnel fairly.
14. Compile and maintain human resource documentation.

Chapter 7 Legal Issues

1. Discuss the legal existence of a fire department.
2. Explain the history of law in the United States.
3. List the various types of state and federal law.
4. Explain the role of law in the rights of fire service personnel.
5. Explain the elements and significance of negligence.
6. List and define the steps in a lawsuit.
7. Interview job candidates in compliance with federal law.
8. Consider and implement an employee accommodation.
9. Follow the steps of a lawsuit.

Chapter 8 Strategic Planning

1. Discuss the history of strategic planning.
2. Discuss the concept of strategic planning and how it relates to the fire service.
3. List and describe the steps in the strategic planning process.
4. Create a strategic plan.
5. Discuss Florida's Statewide Emergency Response Plan.

Chapter 9 Emergency Management

1. Explain the fire service's role in emergency management and how it developed.
2. List and describe the basic responsibilities for emergency management programs.
3. Use the National Incident Management System (NIMS) to plan for emergencies.
4. Perform the basic emergency management responsibilities.
5. Use the National Incident Management System to plan for emergencies.

Chapter 10 Code Enforcement and Public Education

1. Explain the history of fire codes.
2. Explain how a fire safety bureau is developed.
3. Discuss the code adoption process.
4. Describe the steps in code enforcement.
5. Describe the role of the chief officer in code enforcement.

	<ol style="list-style-type: none"> 6. Explain the building plan review process. 7. Describe the role of the chief officer in public education. 8. Describe potential public education initiatives. 9. List potential community partners. 10. Discuss how fire safety activities are funded. 11. Develop a fire safety bureau. 12. Participate in the code adoption process. 13. Enforce fire codes. 14. Participate in building plan review. 15. Implement public education initiatives. 16. Describe how the Florida Fire Prevention Code is adopted through statutes and administrative code. <p><u>Chapter 11 Budget and Finance Issues</u></p> <ol style="list-style-type: none"> 1. Describe how to manage a department's financial resources. 2. Discuss the types of funding available from public and private sources. 3. Discuss the roles and types of budgets. 4. Explain how to make budgetary justifications. 5. Explain the budgeting process. 6. Explain purchasing procedures in light of budgeting considerations. 7. Discuss income management in the fire service. 8. Manage a department's financial resources. 9. Obtain funding from public and private sources. 10. Create a budget. 11. Make budgetary justifications. 12. Make department purchases in light of budgeting considerations. 13. Manage the income of a fire department.
<p><i>Practical Applications</i></p>	<p><u>In order to meet the JPR's of NFPA 1021 a final project/research paper must be assigned. This project needs to cover the JPRs and accounts for 15 hours of class time. The JPRs are listed below, and providers must obtain approval from the Bureau for the project prior to the delivery of the course.</u></p> <ol style="list-style-type: none"> 1. Establish procedures for hiring, assigning, promoting and encouraging members. 2. Communicate orally and in writing. 3. Maximize efficiency through personnel assignments. 4. Develop a proposal for improving employee benefits. 5. Work with the community to improve service. 6. Develop a division or department budget. 7. Develop a budget management system. 8. Analyze and interpret records and data. 9. Develop a plan for organizational improvement.

	10. Develop a plan given an unmet need for resources that exceed what is available, so that the mission of the department is performed.
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