



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

**Personnel Management for the Fire and Emergency
Service**

Title: Master Syllabus

Date: October 09, 2017

Course Title	Personnel Management for the Fire and Emergency Service
Course Number	RN9881/FES4045, BFST4045, ATPC4045
Prerequisite(s)	None
Revision Date	October 21, 2016
College Credit Recommendation	3 Credit hours
Continuing Education Units (CEU's)	This course does not count for CEUs.
Class Days/Time	Monday – Friday 8:00 a.m. – 5:00 p.m.
Executive Development Program Supervisor	Patrick Giacobbe patrick.giacobbe@myfloridacfo.com
Program Manager	Mary-Ellen Harper Mary-Ellen.Harper@myfloridacfo.com
Class Location	Florida State Fire College
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.
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. 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 retirement. 5. Formulate recommendations and solutions to personnel management issues. 6. Explore organizational development and leadership styles and how they relate to personnel relationships.
Required Textbook	<i>Human Resource Management in Public Service, 5th Edition; Publisher: SAGE; ISBN-: 978-1483340036</i>



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

Required Materials	Notebook, pen, paper, thumb drive, computer access
Method of Instruction	Classroom Lecture, Practical Evaluations, On-Line
Grading	Passing; 70%
Certification(s)	<p>Fire Officer IV curriculum requirement 1 of 4 required courses</p> <p>RN9878/FES3533, BFST3533, ATPC3533 COMMUNITY RISK REDUCTION FOR THE FIRE AND EMERGENCY SERVICES</p> <p>RN9881/FES4045, BFST4045, ATPC4045 PERSONNEL MANAGEMENT FOR THE FIRE SERVICE</p> <p>RN9884 QUANTITATIVE ANALYSIS</p> <p>RN9883 STRATEGIC PLANNING (EXECUTIVE PLANNING R0506)</p>
Attendance Policy	You are required to attend all sessions of the course and complete all precourse 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 unadministered 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 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.</p> <p>Pre-Certification Message There are two methods available for a qualified applicant to obtain Fire Officer IV Certification. Individuals should evaluate their eligibility and utilize one of the following options as set forth in paragraph 69A-39.065(2) (d), Florida Administrative Code: Option A-Direct Program Delivery. The first option is designed for persons who have at least five years of full-time equivalent experience as a Florida certified Fire</p>



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

	<p>Officer. This method is the traditional model to achieve Fire Officer IV Certification. To qualify for certification as a Fire Officer IV, using the Direct Program Delivery, the applicant shall: Possess an active Firefighter Certificate of Compliance issued by the Division or have met the curriculum requirements of Firefighter Part I as defined in 69A-37.055(1) F.A.C. Possess an active Instructor I Certificate of Competency issued by the Division. Possess an active Fire Officer III Certificate of Competency issued by the Division. Meet the job performance requirements of NFPA 1021-Fire Officer IV (2009). Complete the Fire Officer IV Curriculum. Complete the National Fallen Firefighters Foundation course titled "Courage to Be Safe" or a course determined by the Division to be equivalent. Option B-Portfolio Program. The second option is designed for persons who have at least five years of full-time equivalent experience as a Florida certified Fire Officer. This method is intended to reduce the redundancy in courses taken by crediting the applicant's educational experience to the objectives required by the NFPA 1021 Fire Officer IV standard and the Fire Officer IV curriculum as evidenced by documentation in the Fire Officer IV Portfolio. To qualify for certification using the Portfolio Program, the applicant shall: Possess an active Firefighter Certificate of Compliance issued by the Division or have met the curriculum requirements for Firefighter Part I as defined in 69A-37.055(1) F.A.C. Possess an active Instructor I Certificate of Competency issued by the Division. Possess an active Fire Officer III Certificate of Competency issued by the division. Meet the program prerequisites, the objectives required by the NFPA 1021 Fire Officer IV standard and the Fire Officer IV curriculum as evidenced in the Fire Officer IV Portfolio.</p>
<i>Students with Disabilities</i>	<p>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.</p>
<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. <p>Do not re-enter a building unless you are given instructions by Florida State Fire College personnel to do so.</p>
<i>Requesting Emergency Care</i>	<p>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.</p>
<i>Critical Event</i>	<p>Severe Weather – there is a lightning detection system on campus which has an audible</p>



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

Procedures	<p>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>
Enabling Objectives	<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) and National Fire Academy Bachelor’s Curriculum Core.</p> <p>Module I: Introduction to Personnel Management and Organizational Development</p> <p>The students will:</p> <ol style="list-style-type: none"> 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 systems approach to solving fire and emergency services personnel and organizational problems. <p>Module II: Motivation and Productivity</p> <p>The students will:</p> <ol style="list-style-type: none"> 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.



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

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

The students will:

1. Compare and contrast the provisions associated with Equal Employment Opportunity (EEO) and Affirmative Action and analyze the potential impact of the American 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 impact of various legislation and case law on employment decision issues generally and 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

The students will:

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

Module V: Employee and Labor Relations

The students will:

1. Analyze agency strengths and weaknesses regarding compensation and health and



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

	<p>safety programs and how they relate to motivation, morale, and productivity.</p> <ol style="list-style-type: none"> 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.
<p><i>Practical Applications</i></p>	<p>End of course project requiring presentation of a human resources issue that is randomly assigned to each group.</p> <p>FAC 69-A37.039(1) Fire Officer IV NFPA 1021 (2009) 7.1 General. For qualification at Fire Officer Level IV, the Fire Officer III shall meet the job performance requirements defined in Sections 7.2 through 7.7 of this standard. 7.2 Human Resource Management. This duty involves administrating job performance requirements and evaluating and improving the department, according to the following job performance requirements. 7.2.1 Appraise the department’s human resource demographics, given appropriate community demographic data, to determine if the recruitment, selection, and placement of human resources is effective and consistent with law and current best practices. (A) Requisite Knowledge. Policies and procedures; local, state/provincial, and federal regulations; community demographics; community issues; and formal and informal community leaders. (B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally, to delegate authority, to analyze issues, and to solve problems. 7.2.2 Evaluate current employee/management relations and initiate the development of a process that supports a positive and participative employee/management program. (A) Requisite Knowledge. Policies and procedures, contractual agreements, and local, state/provincial, and federal regulations. (B) Requisite Skills. The ability to communicate orally and in writing, to negotiate, to analyze current status of employee relations, to relate interpersonally, to analyze the current employee/management relations, and to conduct program</p>



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

implementation.

7.2.3 Establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies.

(A) Requisite Knowledge. Training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize data and resources.

7.2.4 Appraise a member-assistance program, given data, to determine if the program, when used, produces the desired results and benefits.

(A) Requisite Knowledge. Policies and procedures, available assistance programs, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally to members, and to analyze needs and results.

7.2.5 Evaluate an incentive program, given data, so that a determination is made regarding achievement of the desired results.

(A) Requisite Knowledge. Policies and procedures, available incentive programs, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing, to relate interpersonally, and to analyze programs.

7.3 Community and Government Relations. This duty involves projecting a positive image of the fire department to the community, according to the following job performance requirements.

7.3.1 Attend, participate in, and assume a leadership role in given community events in order to understand and respond to community needs and enhance the image of the fire department.

(A) Requisite Knowledge. Community demographics, community and civic issues, effective customer service methods, and formal and informal community leaders.

(B) Requisite Skills. The ability to communicate orally and familiarity with public relations.

7.4 Administration. This duty involves long-range planning and fiscal projections, according to the following job performance requirements.

7.4.1 Develop a comprehensive long-range plan, given community requirements, current department status, and resources,



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

so that the projected needs of the community are met.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and familiarity with fiscal analysis, public policy processes, forecasting resources, and analyzing current department status requirements.

7.4.2 Evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, to meet departmental training goals.

(A) Requisite Knowledge. Policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/provincial, and federal regulations.

(B) Requisite Skills. The ability to communicate orally and in writing and familiarity with fiscal analysis, forecasting needs, and analyzing data.

7.4.3 Complete a written comprehensive risk, hazard, and value analysis of the community, given the appropriate features of the service area of the organization, so that an accurate evaluation is made for service delivery decision-making.

(A) Requisite Knowledge. Risk, hazard, and value analysis methods and process, as well as community development features, community demographics, and assessed valuation of properties in the community.

(B) Requisite Skills. The ability to conduct a needs assessment plan, to effectively communicate in writing, problem solving.

7.4.4 Develop a plan for a capital improvement project or program, given an unmet need in the community, so that there is adequate information to educate citizens about the needs of the department.

**1021–14 FIRE OFFICER PROFESSIONAL QUALIFICATIONS
2009 Edition**

(A) Requisite Knowledge. Strategic planning, capital improvement planning and budgeting, and facility planning.

(B) Requisite Skills. The ability to conduct a needs assessment plan, to effectively communicate in writing, and problem solving.



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

7.5 Inspection and Investigation.

7.5.1 Definition of Duty. No additional job performance requirements at this level.

7.6 Emergency Services Delivery. This duty involves developing plans for major disasters, according to the following job performance requirements.

7.6.1 Develop a comprehensive disaster plan that integrates other agencies' resources, given data, in order to rapidly and effectively mitigate the impact on a community.

(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, target hazards, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize a disaster plan; familiarity with interagency planning and coordination.

7.6.2 Develop a comprehensive plan, given data (including agency data), so that the agency operates at a civil disturbance, integrates with other agencies' actions, and provides for the safety and protection of members.

(A) Requisite Knowledge. Major incident policies and procedures, physical and geographic characteristics, demographics, incident management systems, communications systems, contractual and mutual-aid agreements, and local, state/provincial, and federal regulations and resources.

(B) Requisite Skills. The ability to communicate orally and in writing and to organize a plan; familiarity with inter-agency planning and coordination.

7.7 Health and Safety. This duty involves administering a comprehensive risk management program, according to the following job performance requirements.

7.7.1 Maintain, develop, and provide leadership for a risk management program, given specific data, so that injuries and property damage accidents are reduced.

(A) Requisite Knowledge. Risk management concepts, retirement qualifications, occupational hazards analysis, and disability procedures, regulations, and laws.

(B) Requisite Skills. The ability to communicate orally and in writing, to analyze data, and to use evaluative methods.

Annex A Explanatory Material

Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

paragraphs.

A.1.1 It is envisioned that in addition to the requirements of NFPA 1021, the authority having jurisdiction may require additional credentials. These can include fire degree programs and general education in business, management, science, and associated degree curricula.

A.1.3 Fire officers are expected to be ethical in their conduct. Ethical conduct includes being honest, doing “what’s right,” and performing to the best of one’s ability. For public safety personnel, ethical responsibility extends beyond one’s individual performance. In serving the citizens, public safety personnel are charged with the responsibility of ensuring the provision of the best possible safety and service.

Ethical conduct requires honesty on the part of all public safety personnel. Choices must be made on the basis of maximum benefit to the citizens and the community. The process of making these decisions must also be open to the public.

The means of providing service, as well as the quality of the service provided, must be above question and must maximize the principles of fairness and equity as well as those of efficiency and effectiveness.

The International Association of Fire Chiefs Code of Ethics is just one example of general and professional codes of conduct available for reference.

A.1.3.4 Remaining current can be demonstrated by attending workshops, classes, and seminars; post-secondary education; certification; or accessing professional publications, journals, and web sites.

A.3.1 Definitions of action verbs used within this document are based on the first definition of the word found in *Webster’s Dictionary*.

A.3.2.1 Approved. The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials; nor does it approve or evaluate testing laboratories. In determining the acceptability of installations, procedures, equipment, or materials, the authority having jurisdiction may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The authority having jurisdiction may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.



DEPARTMENT OF FINANCIAL SERVICES

*Division of State Fire Marshal
Bureau of Fire Standards & Training*

A.3.2.2 Authority Having Jurisdiction (AHJ). The phrase “authority having jurisdiction,” or its acronym AHJ, is used in NFPA documents in a broad manner, since jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory authority. For insurance purposes, an insurance inspection department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

A.3.2.4 Listed. The means for identifying listed equipment may vary for each organization concerned with product evaluation; some organizations do not recognize equipment as listed unless it is also labeled. The authority having jurisdiction should utilize the system employed by the listing organization to identify a listed product.