

Course Outline

COURSE: JFT 3 **DIVISION:** 50 **ALSO LISTED AS:**

TERM EFFECTIVE: Fall 2017 **CURRICULUM APPROVAL DATE:** 10/24/2016

SHORT TITLE: FIRE MANAGEMENT I

LONG TITLE: Fire Mgmt I - Management, Supervisor for Company Officers

<u>Units</u>	<u>Number of Weeks</u>	<u>Type</u>	<u>Contact Hours/Week</u>	<u>Total Contact Hours</u>
1	18	Lecture:	.77	13.86
		Lab:	1.43	25.74
		Other:	0	0
		Total:	2.2	39.6

COURSE DESCRIPTION:

This is a required course for Level 1 Fire Officer certification. The curriculum includes management styles of leadership; promoting group cooperation; types of verbal orders; interpreting and implementing policies; methods of dealing with subordinates; duties and responsibilities of rank; line and staff function; emotional and behavioral characteristics of individuals and working groups; group behavior within the organization; personnel procedures; types of corrective action, personnel interviews and counseling.

PREREQUISITE: JFT 8 - Fire Fighter Academy 1. State Fire Marshall certified basic firefighting academy diploma or equivalent as determined by the Dean of Academy Instruction. **NOTE:** Approval of equivalent training is not a guarantee state regulatory or licensing agencies will also grant equivalency. 2. Prior to beginning this course students must already be familiar with, and be able to demonstrate all of the skills listed below. These will not be taught in the course; rather, they will be the starting point for advanced officer training that builds upon them. These minimum knowledge and skill levels are regarding: Familiarity with the role and responsibility of a firefighter, Familiarity with Fire Equipment, Familiarity with Fire Communication, Knowledge of Firefighter Safety.

PREREQUISITES:

COREQUISITES:

CREDIT STATUS: D - Credit - Degree Applicable

GRADING MODES

L - Standard Letter Grade

REPEATABILITY: N - Course may not be repeated

SCHEDULE TYPES:

02 - Lecture and/or discussion

03 - Lecture/Laboratory

04 - Laboratory/Studio/Activity

STUDENT LEARNING OUTCOMES:

1. Plan, organize, direct, and evaluate the work of members assigned to your crew.

Measure: written quiz, performance and demonstration

CONTENT, STUDENT PERFORMANCE OBJECTIVES, OUT-OF-CLASS ASSIGNMENTS

Curriculum Approval Date: 10/24/2016

Lecture Content:

I. Introduction to Management

A. Goals

1. Improve effectiveness as a manager

2. Show how supervision and managerial skills can help the student in his or her personal growth

B. Definition of "Supervisor"

1. A person in a management job forming a direct link between management and workers

2. A person who plans, organizes, directs, and evaluates work.

C. Required skills and abilities of today's fire officer

1. The skills and abilities of today's company officers align more appropriately with those of first-line supervisors in other organizations.

D. Basic rules of personal success

1. Be aggressive in the pursuit of all education and training opportunities

2. Learn and be sincerely interested in and dedicated to your job

3. Guard your speech both on and off duty

II. Principles of Organization and Organizational Structures

A. Working relationships

B. Four basic organizational principles officers must use

1. Unity of command

2. Span of control

3. Division of labor

4. Discipline

C. Factors for the number of individuals that can effectively be supervised

1. Ability and experience of the officer

2. Ability and experience of the fire fighters

3. Nature of the task

D. Division of Labor

1. An effective managerial concept that breaks large jobs into smaller tasks

2. Assigns responsibility

3. Prevents duplication

E. Discipline

1. An organization's responsibility to provide the direction needed to satisfy the goals and objectives it has identified

F. Delegation

1. The decentralization of organizational power to subgroups for the handling of problems at the lowest level possible in the organization.

G. Organizational Structure

1. The common organizational structure in the fire service is "scalar"

- a. positive aspects
- b. negative aspects
- III. Internal and External Influences
 - A. Internal influences
 - 1. Someone or something existing or occurring within own sphere of influence
 - 2. May be an invisible or intangible force or action
 - B. External Influences
 - 1. Someone or something existing or occurring within own sphere of influence
 - 2. May be an invisible or intangible force or action
- IV. Group Dynamics
 - A. Understanding Groups
 - 1. Family
 - 2. Social clubs
 - 3. Churches
 - 4. Work organizations
 - B. Group Dynamics
 - 1. Static forces
 - 2. Dynamic, or fluid, forces
 - C. Different roles within the group
 - D. The Group as Individuals
 - E. Transactional Analysis
 - 1. Theory used to analyze human interaction including communications and behaviors
 - 2. Theory based on each individual having three ego states
 - a. Parent
 - b. Child
 - c. Adult
 - F. Socioeconomic Factors in Group Development
 - 1. Acceptance within a group may be based on factors of bias or prejudices
- V. Unit 3
 - A. Liability of the Company Officer
 - 1. The Law
 - 2. Legal Duty and Liability
 - 3. Bases for Legal Action
 - B. Civil Rights Laws
 - 1. The 1964 Civil Rights Act
 - 2. The 1991 Civil Rights Act
 - 3. The Age Discrimination in Employment Act
 - 4. The Americans with Disabilities Act of 1990 (ADA)
 - 5. The Fair Employment and Housing Act (FEHA)
 - C. Affirmative Action and Equal Employment Opportunity
 - 1. Affirmative Action Versus Equal Employment Opportunity
 - 2. Affirmative Action
 - 3. Equal Employment Opportunity (EEO)
 - D. Sexual Harassment Prevention
 - 1. Sexual Harassment
 - 2. EEOC Final Guidelines
 - 3. Response to Instances of Sexual Harassment
 - 4. Other Issues

Lab Content:

- I. Elements of Management
 - A. Fire Fighter's expectations
 - B. Management Cycle
 1. Planning
 2. Organizing
 3. Implementing
 4. Evaluating
 - C. Budgeting
 1. Budget format, purpose
 2. Budgeting process
 3. Budget controls
 - D. Organizing
 1. What is an organization
 - E. Implementation
 1. Objective
 2. Actions
 3. Personnel involved
 4. Job to be done
 5. Equipment
 6. Time available
 7. Monitor results
 8. Evaluation
 - F. Management by objectives
 1. Open communication
 2. Must be written and measurable
 3. Authority/responsibility
- II. Delegation
 - A. What should be delegated
 - B. Organizational purpose for delegation
 - C. Decentralization
 - D. Authority versus responsibility
 - E. How to delegate
- III. Time and Resource Management
 - A. The Essence of Effective Time Management
 1. Separate the important from the unimportant
 - B. Time Management Matrix
 1. Define activities using two terms
 - a. Urgent
 - b. Important
 2. Develop a "personal mission statement"
 - C. Ten Key Points of Effective Time Management
 - D. Personal Organizers/Planners
 1. Electronic
 2. Manual
- IV. Leadership
 - A. Basic Views of Leadership
 1. What is leadership?

- B. Leaders Versus Managers
 - 1. What is the difference between a leader and a manager
- C. Leadership Styles
 - 1. Theory X and Theory Y leadership
- D. Situational Leadership
- E. Power Within the Organization
- F. Leadership Qualities and Traits
- G. Leadership in the Future
- V. Managing Change
 - A. Resistance to Change
 - B. Barriers to Change
 - C. Pressures for Change in Organizations
 - 1. External pressures
 - 2. Internal pressures
 - D. Target of Change
 - E. Key Stages of Successful Change
 - F. Individual, Group, and Individual Change Methods
- VI. Decision Making
 - A. Making a Decision
 - B. Decision Making
- VII. Communication
 - A. Process
 - 1. Involves activity
 - 2. Exchange ideas
 - 3. feelings
 - 4. Facts
 - 5. Information
 - 6. Meaning
 - B. Communication Process
 - 1. Five essential elements
 - a. the sender
 - b. the message
 - c. the medium
 - d. the receiver
 - e. Feedback from the receiver that the information was received and understood
 - C. Formal Communications - Policies and Procedures
 - D. Procedures
 - E. Orders and Directives
 - F. Face-To-Face Communications
 - G. Barriers and Bridges to Effective Communication
 - H. Developing Communication Awareness
 - I. Written Communications
 - J. Informal Communications - The Grapevine
- VIII. Motivation
 - A. Motivation Defined
 - B. Motivational Needs
 - 1. Achievement
 - 2. Affiliation

- 3. Power
- C. Motivation and Delegation
- D. Maslow's Theory
 - 1. Physiological Needs
 - 2. Security Needs
 - 3. Social Needs
 - 4. Self-Esteem Needs
 - 5. Self-Actualization Needs
- E. Inability to Fulfill Needs Within an Organization
- IX. Performance Evaluations
 - A. Who needs Performance Evaluations
 - B. Preparation for Performance Evaluations
 - 1. Applies to the employee as well as the supervisor
 - 2. Supervisor can facilitate the preparation process
 - C. Your Approach
 - 1. Confrontation
 - 2. Negotiation
 - D. Gaining Acceptance and Motivating for Improved Performance
 - E. Guidelines for Giving Feedback
 - F. Handling Manipulation and Criticism
 - G. General Guidelines
- X. Unit 4
 - A. Managing Conflict
 - 1. Types of Conflict
 - 2. Conflict Outcomes
 - 3. Grievances and / or Disciplinary Action Situations
 - B. Coaching, Counseling, and Progressive Discipline
 - 1. Failure to Perform
 - 2. Coaching versus Counseling
 - 3. Objective Counseling
 - 4. Performance Counseling Procedure
 - 5. Monitoring
 - 6. Discipline
 - 7. Progressive Discipline
 - C. Due Process
 - 1. Employee's Rights to Due Process
 - 2. Safeguards
 - 3. Case Law
 - D. Grievance Handling
 - 1. Grievable Situations
 - 2. Grievance Resolution
- XI. Unit 5
 - A. NEPA Statistics and the 1500 Standard
 - 1. On-Duty Fire Fighter Deaths
 - 2. Need for Health and Safety Programming
 - 3. NEPA 1500 Table of Contents
 - 4. Other NEPA Standards
 - 5. Health and Wellness Programs

6. Assistance Programs
- B. Stress and Safety Management
 1. Stress
 2. Fight or Flight
 3. Types of Stress
 4. Types of Stressors
 5. Dealing with Stress

METHODS OF INSTRUCTION:

Lecture, discussion and demonstrations/simulations will serve as the medium of instruction. Audio-visual aids will be utilized as they facilitate meaningful instruction. Individual guidance will be provided as required.

METHODS OF EVALUATION:

Writing assignments

Percent of total grade: 10.00 %

Percent range of total grade: 10 % to 15 % Written Homework

Problem-solving assignments

Percent of total grade: 30.00 %

Percent range of total grade: 30 % to 40 % Homework Problems; Quizzes; Exams; Other: Group activity :

Goal setting exercise

Skill demonstrations

Percent of total grade: 30.00 %

Percent range of total grade: 30 % to 40 % Class Performance/s; Performance Exams

Objective examinations

Percent of total grade: 30.00 %

Percent range of total grade: 30 % to 40 % Multiple Choice; Completion

Other methods of evaluation

Role playing exercises as an integral instruction

OUT OF CLASS ASSIGNMENTS:

Required Outside Hours:

Assignment Description: Read class text and handouts.

Required Outside Hours:

Assignment Description: Written Assignments: Management plan, budget, evaluation.

REPRESENTATIVE TEXTBOOKS:

Required Representative Textbooks

Office of State Fire Marshal. Fire Management 1 Current Edition. State Fire Marshal Office,

Reading Level of Text, Grade: 12 Verified by: Doug Achterman

ARTICULATION and CERTIFICATE INFORMATION

Associate Degree:

CSU GE:

IGETC:

CSU TRANSFER:

Transferable CSU, effective 199870

UC TRANSFER:

Not Transferable

SUPPLEMENTAL DATA:

Basic Skills: N

Classification: Y

Noncredit Category: Y

Cooperative Education:

Program Status: 1 Program Applicable

Special Class Status: N

CAN:

CAN Sequence:

CSU Crosswalk Course Department: JFT

CSU Crosswalk Course Number: 3

Prior to College Level: Y

Non Credit Enhanced Funding: N

Funding Agency Code: Y

In-Service: N

Occupational Course: C

Maximum Hours:

Minimum Hours:

Course Control Number: CCC000069953

Sports/Physical Education Course: N

Taxonomy of Program: 213300