Program of Instruction
Course Syllabus

Course Title: Management III

Course Duration: 40 hours

Program: Fire Officer

Course Prerequisites: Management I, Management II

Course Description:
The Management III course is designed to provide the Fire Officer, who is in charge of multiple fire companies or stations, with information and skills in officer supervision and administrative functions. Subject areas covered will include: planning and decision-making, finance and budgeting, risk management, public relations and the news media.

Course Requirements:
- Attend and participate in 100% of the course.
- Completion of the final exam with a minimum score of 70%.

Course Policies:

Safety Policy: Students shall understand and follow all instructions pertaining to operational safety, as stated by instructors or as written in course materials. Instructors and students shall be mindful of safety at all times. Conduct judged to be unsafe shall be grounds for dismissal from the course.

Academic Integrity Policy: IFSI has the responsibility for maintaining academic integrity so as to protect the quality of the education provided through its courses, and to protect those who depend upon our integrity. It is the responsibility of the student to refrain from infractions of academic integrity, from conduct that may lead to suspicion of such infractions, and from conduct that aids others in such infractions. Any violation of the code of conduct is grounds for immediate dismissal from the course.

Grading Policy: Decisions regarding certificates of course completion shall be made solely by the lead instructor of the course. All grading of exams shall be conducted by the Curriculum/Testing Office. All grading of practical exercises shall be based upon the standards set by the regulatory agency referenced in the course material and IFSI.
Course Content:

Module: 1
Title: Introduction and Fire Service Law
Terminal Learning Objectives:
At the conclusion of this module, the student will understand the course and fire officer certification requirements.

Module: 2
Title: Management
Terminal Learning Objectives:
At the conclusion of this module, the student will be able to initiate actions to maximize member performance and/or to correct unacceptable performance, given human resource policies and procedures, so that member and/or unit performance improves or the issue is referred to the next level of supervision.

Module: 3
Title: Personnel Assignments
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to describe establish personnel assignments to maximize efficiency, given knowledge, training, and experience of the members available in accordance with policies and procedures.

Module: 4
Title: Records and Reports
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to prepare a concise report for transmittal to a supervisor, given fire department records and a specific request for details such as trends, variances, or other related topics.

Module: 5
Title: Data Analysis
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to Analyze and interpret records and data.

Module: 6
Title: Policies and Procedures
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to develop a policy or procedure so that the problem is identified and a solution is proposed.
Module: 7
Title: Maximizing Member Performance
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member’s performance is evaluated accurately and reported according to human resource policies and procedures.

Module: 8
Title: Ethics
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to initiate actions to maximize member performance and/or to correct unacceptable performance.

Module: 9
Title: Leading Change
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to develop a plan to accomplish change in the organization.

Module: 10
Title: Safety and Risk Management
Terminal Learning Objectives:
At the conclusion of this module, the student shall be able to analyze a member’s accident, injury, or health exposure history.

Evaluation Strategy: A written exam is conducted at the completion of the course.

Text:

Reference List:

Fire and Emergency Services Company Officer, Stowell, Frederick M. ©2007 Fire Protection Publications, Oklahoma State University.

Fire Chief’s Handbook, ©2003 PennWell Corporation

Reading Assignments


1. Day 1
   - Chapter 1
   - Chapter 2
   - Chapter 9

2. Day 2 & 3
   - Chapter 5

3. Day 4
   - Chapter 10
   - Chapter 12

Assignments

1. Illinois Fire Service Laws
   - Using handout of specific Illinois Fire Service Laws and “Text of Laws” book, identify the basic content of each law and identify applications to your department. Due on Day 5 of course

2. Personnel Assignments – (OSFM 5-2.2, 5-2.3, 5-2.4, 5-2.5, 5-12.10)
   - Bring copies of departments staffing policy and procedures to class on Day 2 (If not available, write a brief summary of how your department staffs companies and duty assignments)
   - Bring a copy of the department staffing schedule to class on Day 2
3. Case Study (OSFM 5-13.2, 5-13.3, 5-13.5)
   - Read and be prepared to discuss the following case study activities from the Fire and Emergency Services Administration text.
     - Day 1 (Discussed on Day 2)
       Chapter 2 case: Example of policy analysis (pg. 31)
     - Day 2 (Discussed on Day 3)
       Chapter 3 case: Leading by example (pg. 46-47)
     - Day 3 (Discussed on Day 4)
       Chapter 5 case #2: New officer (pg. 94)
     - Day 4 (Discussed on Day 5)
       Chapter 11 cases #2 & #3: Quint concept and Smoking Ban (Pg 176-177)

4. Worth 20% of final grade (two written items required)
   - Write a Proposal using the Proposal-Link format to address a fire or EMS problem as it relates to your department (worth 15 points)
   - Write a Memo to the course instructors highlighting three good things about today’s class and three things that could be improved upon (worth 5 points) Due Day 3

5. Evaluation Practical – Day 4 (OSFM 5-2.4, 5-2.5, 5-12.1, 5-12.2, 5-13.5)
   - Develop an evaluation of the behavior and a performance improvement plan for correcting the behavior. The performance improvement plan should include the following elements:
     i. What is the problem?
     ii. What is the expected behavior and/or performance?
     iii. What will be done to assist the employee improve his/her performance.
     iv. What the employee needs to do to meet the expectations?
     v. How the improvement would be measured?
     vi. What will occur if the expectations is not met and/or maintained?

   - Each group will be expected to describe to the class an innovative system, concept or equipment related to management information currently being used by their department. (See handout)
# Course Schedule

## DAY ONE

<table>
<thead>
<tr>
<th>Event</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module 1 - Introduction and Fire Service Law</td>
<td>4 hours</td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>Module 2 - Management</td>
<td>4 hours</td>
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</tbody>
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## DAY TWO

<table>
<thead>
<tr>
<th>Event</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>Module 3 – Personnel Assignments</td>
<td>4 hours</td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
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<tr>
<td>Module 4 – Records and Reports</td>
<td>4 hours</td>
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</tbody>
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## DAY THREE

<table>
<thead>
<tr>
<th>Event</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Module 5 – Data Analysis</td>
<td>4 hours</td>
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<tr>
<td>Lunch</td>
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<tr>
<td>Module 6 – Policies and Procedures</td>
<td>4 hours</td>
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### DAY FOUR

<table>
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<tr>
<th>Event</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Module 7 – Maximizing Member Performance</td>
<td>4 hours</td>
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<tr>
<td>Lunch</td>
<td></td>
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<tr>
<td>Evaluation Practical</td>
<td>2 hours</td>
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<tr>
<td>Module 8 - Ethics</td>
<td>2 hours</td>
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### DAY FIVE

<table>
<thead>
<tr>
<th>Event</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Module 9 – Leading Change</td>
<td>2 hours</td>
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<tr>
<td>Presentations</td>
<td>3 hours</td>
</tr>
<tr>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>Module 10 – Safety and Risk Management</td>
<td>2 hours</td>
</tr>
<tr>
<td>Final Exam</td>
<td>1 hour</td>
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