
**Eastern Michigan University
Center for Regional and National Security
2018**



Executive Summary and Program Outline



Executive Summary

Managing a fire agency in such a way that assures the public received high quality service is an increasingly complex undertaking. Successful administrators must possess exceptional leadership skills and the ability to systematically investigate problems, make sound decisions and plan for the future. Effective administration also requires a host of specialized skills, and, in this post 9/11 era, command officers need a solid education relevant to homeland security.

The School of Fire Staff and Command reflects these needs. The curriculum consists of six major topic areas intended to address the changing needs of the public safety community. These topics areas are:

- Leadership
- Planning and Decision Making
- Human Resource Management
- Administering the Fire Agency
- Critical Situations and Homeland Security
- Managing Technology for Public Safety

Highlights of the program include:

- Managerial issues from the perspective of the fire community
- NFPA standards for accreditation
- Enhanced incident command training and technology
- Instruction on quality improvement, systematic problem solving, planning and decision making
- Information on critical incidents and homeland security
- Consolidations and media relations
- A hands-on approach to computer skills relating to preparing written documents, utilizing spreadsheets in the preparation of budget detail, analyzing data through data base preparation and developing professional presentations

The School of Fire Staff and Command program is a comprehensive 360-hour program that targets those fire officers destined for senior leadership within their departments. The experience will take the fire officer beyond traditional operational methods and expose them to strategic thinking and creative and innovative problem solving paving the way for further advancement to senior leadership positions within their department.

School of Fire Staff and Command Program Outline

The SFSC consist of 42 individual classes, spread over 9 months. The curriculum is divided into six major topic areas (1) Leadership Development, (2) Planning and Decision Making, (3) Human Resource Management, (4) Administration of the Fire Agency, (5) Critical Incidents and Homeland Security, and (6) Managing Technology for Public Safety.

Note: This program outline is provisional. Although minor changes (e.g., course title, adjustments to training time) are possible, *substantial changes are not expected.*

Leadership Courses

While leadership forms the underpinning of the entire program, the goal of the individual leadership classes is to aid students in developing their own leadership skills. This block of instruction will begin with a review of leadership theory. Students will be guided through a personalized leadership development process. Students will also explore the realities and challenges of leading in the law enforcement environment. The leadership module will conclude with the Executive Forum which allows students to pose questions to a panel of fire chiefs and executives.

- Leadership Development
- Leadership in Practice
- Executive Panel
- Interpersonal and Organizational Communication
- Conflict Management
- Communications Management

Planning and Decision-Making Courses

Planning and decision-making is central to the command officer's role. The courses in this block of instruction serve as the foundation for the planning and decisions that must be made relevant to every other aspect of administering the fire agency. SFSC participants will be presented with a wide variety of situations that require planning and/or systematic problem solving. The knowledge, skills, and abilities acquired through this instruction will greatly assist the student as he or she approaches the topics in human resource management, administration of the agency, and homeland security.

- Operational and Strategic Planning in Law Enforcement
- Team Building and Systematic Problem Solving
- Research Techniques
- Change Management: Managing Fire Organizations
- Grant Writing

Human Resource Management Courses

While most would agree that people are an organization's greatest asset, too often, in the fire service, the people are nearly an afterthought. This block of instruction focuses on the best practices for selecting, orienting, assigning, and training fire personnel. This instruction also examines employee performance and discusses techniques for motivating, recognizing, rewarding, developing, and disciplining the fire employee.

- DiSC Personal Assessment Tool
- Staffing, Training and Development
- Ethics
- Performance Management
- Managing the Problem Employee
- Employee Mentoring
- Career Development
- Navigating Through the Disciplinary Process
- Strategic Leadership for Special Investigation Team

Administering the Fire Agency Courses

Typically, as officers rise through the ranks in their departments they incur an increasing number of administrative responsibilities. This block of instruction helps program participants understand and address these responsibilities. This block provides a "big picture" view of the fire agency management and administration process down to the concept of "citizen as the Fire department customer."

- Introduction to Management in the Fire Service
- Standards and Accreditation and Fire Prevention
- Media Relations
- Budgeting
- Employee Wellness
- Labor Law and Legal Issues in the Fire Service/Emergency Management
- Marketing in the Fire Service & Leadership Strategies for the Political Process
- Grant Writing
- Labor Relations & Contract Administration and Negotiation
- Fire Ground Operations
- Line of Duty Deaths
- Apparatus Purchasing
- Change Management in the Fire Service

Critical Incidents and Homeland Security Classes

While fire command officers have always been responsible for the management of critical incidents today's post 9/11 commander must also address the challenges associated with homeland security. This block of instruction will prepare the command officer to respond effectively to critical incidents. It will also provide the command officer with the knowledge and skills needed to address the homeland security concerns likely to affect his or her department and community.

- Emergency Management & Critical Incidents in Tactical Situations
- Introduction to Homeland Security
- Preparedness, Mitigation, Response, and Recovery
- Intelligence and Fusion Centers
- Unified Incident Command NIMS
- The Role of EMS in the Fire Service

Managing Technology for Public Safety Agencies

This component is an application of current software and management of the IT function as it applies to Public Safety Agencies. The student will utilize concepts from other courses in the application of Microsoft Word, Excel, and Power Point, and understanding the deployment of these software programs to an agency.

- Research Using the Electronic Library
- Microsoft Word
- Microsoft Power Point
- Microsoft Excel
- Fire Service in the 21st Century



For more information on the
Eastern Michigan University
School of Fire Staff and Command Executive Leadership Program
or for an application, visit our web site at:
www.emich.edu/cerns
or contact
JillAnne Bauer
jillanne.bauer@emich.edu - 734.487.2435