



FEMA

R123

Dear National Fire Academy Student:

The faculty and staff of the U.S. Fire Administration's National Fire Academy are pleased that you have been accepted into the *Executive Development* (ED) course. This course is designed for executive level administrators and officers, focusing on the skills and attributes of leadership at the executive level.

The design of the ED course consists of four major curriculum or content areas: exercising leadership, applied research, managing and leading change, and diversity. Each of these areas has relationships with the others, and additional curriculum areas such as service quality and creativity are linked and referenced as well. Through a combination of theory, self- and observer-based feedback provided through assessment instruments, case study analysis, reflection, and introspection, the course offers the opportunity to enhance both personal and organizational development and capacity.

Please note the following:

- You will receive information prior to the course regarding a required precourse dealing with applied research. This independent study course will be accessed from NFAOnline.
- You will receive in the mail (4-6 weeks prior to your scheduled course date) three multi-rater assessment instruments. These assessments will need your immediate attention, and it will be necessary for you and your observers to return the completed assessments within 2 weeks after receiving. Please contact us if you do not receive the instruments. **The assessment instruments are an integral part of the course and a requirement for attendance.**
- **If you move or change jobs during the year, please write to Admissions with your new address and other pertinent information.** Both Admissions and the Academy need this information. A telephone call with your new address is not sufficient.
- In making plans for your stay at the National Fire Academy, please be aware of the fact that this course will require a great deal of reading. In terms of making plans for your weekend, it is important that you leave sufficient time for class preparation. (NOTE: On some interim Saturdays, the National Fallen Firefighter Foundation may be offering their course "*Taking Care Of Our Own.*" If you are invited to participate in this 6-hour program, time will be available to do so.)

Those individuals who are enrolled within the Executive Fire Officer Program are responsible for completing an Applied Research Project as a post-course activity, to fully satisfy the requirements of the program.

Increasing numbers of students and instructors are bringing laptop computers to campus. You alone are responsible for the security and maintenance of your equipment. The Academy cannot provide you with computer software, hardware, or technical support to include disks, printers, scanners, etc. There is a limited number of 120 Volt AC outlets in the classrooms. A Student Computer Lab is located in Building D and is available for all students to use. It is open daily with technical support provided in the evenings. This lab uses Windows XP and Office 2003 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Chuck Burkell, Executive Development Curriculum Training Specialist at (301) 447-1072 or email Chuck.Burkell@dhs.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Denis Onieal". The signature is written in a cursive style with a large initial "D".

Dr. Denis Onieal, Superintendent
National Fire Academy
U.S. Fire Administration



FEMA

R123

Dear *Executive Development* Student:

Congratulations on your acceptance into the U.S. Fire Administration's (USFA) National Fire Academy (NFA) *Executive Development* course (R123).

Your two weeks at the NFA will be busy and challenging. Please plan to spend study time during the interim weekend.

In order to properly prepare for the *Executive Development* course, it is necessary to ask you to complete several tasks in advance. Please read the following instructions carefully:

Assessment Instruments:

Enclosed please find the instructions on the three assessment instruments required for the *Executive Development* course. The government has invested considerable resources in these as we believe they will provide to you valuable feedback during your course of instruction.

- Failure to complete and submit your self-assessment component for each of the three instruments by the stated due date will remove your eligibility to attend this *Executive Development* course offering.
- Likewise, failure for your observers to complete and submit their components for each of the three instruments by the stated due date will remove your eligibility to attend this *Executive Development* course offering.
- Do not copy, facsimile, or alter the scoring form (bubble or "radio button" form). This could affect the scoring process.

Therefore, these assessments will need your immediate attention, and it will be necessary for you and your observers to return the completed assessments two weeks prior to your course start date.

Applied Research Self-Study Course (Q123):

The Applied Research Self-Study course (Q123) has been developed by the NFA to provide you with specific skills that will be critical to successful completion of the research component of the *Executive Development* course and the four Applied Research Projects (ARPs) required in the EFOP. In an effort to minimize the classroom time required to address the basic aspects of the ARP process and procedures, **Q123 must be successfully completed prior to your attendance at the *Executive Development* course.** Q123 is available on the NFA Online Distance Learning Web site at www.nfaonline.dhs.gov. In addition to reviewing the Research Self-Study Guide and Research Self-Study Workbook contained within Q123, you will need to purchase the *Publication Manual of the American Psychological Association*, Fifth Edition, typically referred to as the *APA Manual*. The *APA Manual* will be used throughout the 4-year program to accomplish your research projects, and can be purchased at most local and online bookstores. Q123 contains a final exam of 35 questions. A minimum score of 70 percent on the final exam is

required for successful completion of Q123. Students who do not achieve the required minimum score may perform remedial study and retest.

Students enrolled in the *Executive Development (R123)* who arrive at NFA without having successfully completing Q123 may be dismissed from the class and the EFOP, as this course is a mandatory prerequisite. For question concerning Q123, contact Roxane Strayer at 301-447-1642 or roxane.strayer@dhs.gov.

Leadership On The Line:

The leadership content of the revised *Executive Development* course is based on the principles contained in the book titled “Leadership On The Line” by authors Ronald A. Heifetz and Marty Linsky. To get the most from this course, you must purchase and read this book prior to the start of class. You can purchase the book from many local and online bookstores. You can also purchase the book from the Harvard Business School Press at the following Web site address:

http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=4371.

Study questions for “Leadership On The Line” that must be completed prior to your arrival are located on the EFOP *Executive Development* precourse Web site at

<http://www.usfa.fema.gov/training/nfa/efop/r123-pcm.shtm>. These questions will help ensure you are well prepared for the course content and subsequent discussions.

Innovations Presentation:

You will be required to make a 10-minute presentation on a topic that illustrates a management innovation of potential interest and/or benefit to other class members. The intent of the *Innovations Presentation* is to formally expand the networking environment while facilitating the sharing of ideas. To help prepare the class for your presentation, bring 30 copies of a 1-page handout that summarizes your key points and includes your contact information. You should also prepare visual aids appropriate for your presentation that include no more than 5 to 10 slides, and practice the presentation prior to arrival. Allocate approximately 5 minutes for the presentation and 5 minutes for questions and answers. The Presentations Guide included on the EFOP *Executive Development* precourse Web site will help you prepare for the *Innovations Presentation*.

Should you have any questions regarding these assignments, please feel free to call me at (301) 447-1072. We look forward to your arrival.

Sincerely,



Charles J. Burkell
Training Specialist
Leadership and Fire Risk Reduction Section
National Fire Academy