

**Justice Institute of British Columbia**  
**COURSE OUTLINE**

**Course Code:** FOCP 141  
**Course Title:** Leading People II  
**Prerequisite Courses:** FOCP 131  
**School:** School of Public Safety & Security  
**Division/Academy/Centre:** Fire & Safety Division  
**Previous Course Code & Title:** NA  
**Course First Offered:** Fall 2011

<b># of Credits:</b>	<b>1.5</b>
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**Course Description:**

This course will help participants effectively apply the concepts of strategic human resource management to support the success of their fire departments in meeting its organizational goals. Participants will develop the skills required to develop, support and motivate a diverse fire department through the creation of a strategic human resource plan. The concepts of learning and education, incentive and recognition, retention and succession, and benefits and compensation will be the focus of this course.

Learners will also acquire skills and knowledge to prepare them as fire service managers and executives, to craft sound labour relations strategies, forge strong positive labour management partnerships, and participate effectively in collective bargaining and collective agreement administration.

**Course Goal(s):**

Participants will apply the concepts of strategic human resource management to effectively meet their organization's goals. They will protect human and employee rights in the fire service, promote sound labour management principles and strategies, and support efforts to conduct collective bargaining agreement administration and dispute resolution in a positive, collaborative fashion.

**Learning Outcomes:**

Upon successful completion of this course, the learner will be able to:

1. Construct a strategic human resources plan to ensure recruitment, selection and placement practices are consistent with law, reflective of best practices and serving their department/organization and community.
2. Appraise current employee/management relations and initiate the development of a process that supports sound labour management principles and strategies.
3. Conduct collective bargaining agreement administration and dispute resolution positively and collaboratively in a simulated environment.
4. Facilitate a group to establish ongoing education and training goals so that required proficiencies are achieved and maintained.
5. Apply principles of effective succession planning to propose a strategy to improve an organization's human resource retention and succession plan.

6. Assess the effectiveness of an employee assistance program to determine if desired results are being achieved.
7. Evaluate the effectiveness of their organization's incentive/recognition program.

**Course Topics/Content:**

- Strategic Human Resource Planning & Management
- Education & Training
- Incentive & Recognition
- Retention & Succession Planning
- Employee Benefits & Compensation
- Labour Relations & Collective Bargaining

**Text and Resource Materials:**

**Required:**

Edwards, Steven T.(2009). *Fire Service Personnel Management* (3rd Edition). Upper Saddle River, NJ: Brady/Prentice Hall Health.

National Fire Protection Association & International Association of Fire Chiefs. (2010). *Fire Officer Principles and Practice 2<sup>nd</sup> Ed.* Sudbury, MA. Jones and Bartlett.

**Course Level:**

	First Year		Second Year		Third Year		Fourth Year
	Graduate	X	Other (describe): Part of Fire Officer IV Certificate Program				

**Equivalent Course(s) within the JIBC:** None

**Class Delivery Methods:**

<b>Delivery Methods</b>	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
Classroom/Lecture/Discussion				
Simulation/Lab				
Practicum/Fieldwork				
Online	28			
Correspondence				
<b>Total Class Hours</b>	28			

**Comments on Delivery Methods:**

This course is current offered online only.

**Course Grading System:**

	Letter Grades	X	Percentage		Pass/Fail
	Complete/Incomplete		Attendance Only		
<b>Passing Grade:</b>		60%			

**Evaluation Activities and Weighting:**

Final Exam	%	Assignments	80%	Project	%	Capstone Project	%
Midterm Exam	%	Portfolio	%	Participation	%	Discussions	20%
Quizzes/Test	%	Simulations	%	Practicum	%	TOTAL	100%

**Comments on Evaluation Activities and Weighting:**

This course is one of four required courses in the Fire Officer IV Certificate Program and meets International Fire Service Accreditation Congress (IFSAC) and National Board on Fire Service Professional Qualifications (ProBoard) criteria for accreditation.

Students are evaluated to NFPA1021 Standard for Fire Officer Professional Qualifications through a variety of written assignments including case study analysis, personal practice reflection and departmental policy review.

Students must receive 60% on each evaluation component to successfully complete the course. Students who are unsuccessful in their first attempt in an examination will be allowed one re-write. If successful in the re-write, the candidate will achieve certification, but will only be awarded the passing grade for the course. If the student is unsuccessful in their second attempt, he/she will not be permitted to re-take the examination until he/she has taken the course again.

**Other Course Guidelines, Procedures and Comments:**

[Fire & Safety Division Accreditation Policies and Operational Guidelines](#) and then click on documents.

View official versions of related JIBC academic regulations and student policies in the *JIBC Calendar* on the following pages of the JIBC website:

**Academic Regulations:**

<http://www.jibc.ca/programs-courses/jibc-calendar/academic-regulations>

- Student Academic Integrity Policy
- Academic Progression Policy
- Admissions Policy
- Academic Appeals Policy
- Evaluation Policy
- Grading Policy

**Student Policies:**

<http://www.jibc.ca/programs-courses/jibc-calendar/student-policies>

- Access Policy
- Harassment Policy – Students
- Student Records Policy
- Student Code of Conduct Policy

**JIBC Core Competencies**

The JIBC promotes the development of core and specialized competencies in its programs. Graduates of our programs will demonstrate high levels of competence in the following areas:

**Critical thinking**

Identify and examine issues and ideas; analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

**Communication, oral and written**

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

**Leadership**

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

**Independent learning**

Show initiative by acting independently in choosing effective, efficient and appropriate applied learning, research and problem solving strategies.

**Problem solving**

State problems clearly; effectively and efficiently evaluate alternative solutions; choose solutions that maximize positive and minimize negative outcomes.

**Interpersonal relations**

Know and manage oneself; recognize and acknowledge the needs and emotions of others including those with diverse backgrounds and capabilities.

**Inter-professional teamwork**

Understand and work productively within and between groups, respect others' perspectives and provide constructive feedback with special attention to inter-professional relationships.

**Information literacy**

Recognize and analyze the extent and nature of an information need; efficiently locate and retrieve information; evaluate it and its sources critically, and use information effectively and ethically.