

Suggested Reference Material:

The Career Equipment Fleet Manager, Association of Equipment Management Professionals.\$295.00<https://aemp.org/page/Publications>NFPA reference listed below - National Fire Protection Association (800) 344-3555 or www.nfpa.org**NFPA 1910:** Standard for the Inspection, Maintenance, Refurbishment, Testing and Retirement of In-Service Emergency Vehicles and Marine Firefighting Vessels (**NFPA 1911 and 1071 CHAPTERS**) 2024 edition**NFPA 1900:** Standard for Aircraft Rescue and Firefighting Vehicles, Automotive Fire Apparatus, Wildland Fire Apparatus, and Automotive Ambulances (**NFPA 1917 and 1901 CHAPTERS**) 2024 edition**Leadership Theory and Practice**, Peter G. Northouse www.amazon.com**LEARNING OBJECTIVES****Section A** - The Manager shall understand the principles stated in *The Career Equipment Fleet Manager***1. Finance**

a. Financial Management

- (1) Equipment economic life cycle
- (2) Budget definition
- (3) Budget types
 - (a) Capitol budget
- (4) Capital equipment
- (5) Physical improvements
- (6) Equipment overhead costs

b. Procurement

- (1) Life Cycle/Cost
- (2) Effective negotiator

(3) Negotiations

- (a) Negotiation skills/guidelines

(4) Vehicle Replacement

- (5) Writing effective contracts and purchase orders

c. Risk Management

- (1) Property insurance
- (2) Mobile equipment
- (3) Policy types

d. Warranty

- (1) Performance guarantee
- (2) Legalities
- (3) Incentives
- (4) Coverage
- (5) Factory recalls
- (6) Types of warranties
- (7) Purchasers responsibility
- (8) Warranty Statement

2. Information

a. Benchmarking

- (1) Definition
- (2) Business Practice
 - (a) Process (practice) analysis
- (3) Resources
- (4) Constraints
- (5) Pareto Analysis

b. Life Cycle Analysis

- (1) Oil analysis

c. Specifications

- (1) Specification Writing
- (2) Tires/Fuel
- (3) Automatic Transmissions
- (4) Diesel Engine/Gasoline Engines
- (5) Road calls
- (6) Air brake dryers
- (7) Considerations for specs

d. Technology

- (1) Data retention

- (2) Data management
- (3) Data implementation
- (4) Information resources
- (5) Technological Improvements
- (6) System capability
- (7) Training
- (8) Information Systems
 - (a) Implementation
- (9) Telematics
- (10) Customization

3. Policies

a. Training

- (1) Repetitive motion injuries
- (2) Fleet manager responsibilities
- (3) Employee productivity

b. Environmental

- (1) Hazardous Materials
- (2) Hazardous Waste
- (3) EPA
- (4) Fuel Storage Tank Regulations
 - (a) Above Ground
 - (b) Diesel
 - (c) Monitoring Equipment
- (5) Containers
- (6) Toxic Wastes
- (7) Reactive Waste
- (8) Employee Environmental Training
- (9) Hazardous Communication Program
- (10) Shop Ventilation
- (11) Material Safety Data Sheets

(12) Hazardous waste generator-LQG, SQG, CESQG

- (13) Used oil management
- (14) Record Keeping - Hazardous Material Disposition

c. Human Resource

- (1) ADA
- (2) Discipline
- (3) Sexual Harassment
- (4) EEOC
- (5) Employment Law
- (6) Motivation
- (7) Performance Evaluation
- (8) Personnel Management
- (9) Fair Labor Standards Act (FLSA)
- (10) Discrimination
- (11) Quid Pro Quo
- (12) Training
- (13) Duty to investigate
- (14) Uniformed Service Employee Re-employment Rights Act (USERRA)

- (15) Terminations
- (16) Exit Interview
- (17) Interviewing
- (18) Pregnancy
- (19) The hiring process
- (20) Negligent Hiring
- (21) Age Discrimination

d. Safety

- (1) Emergency Evacuation Plan
- (2) Personnel Protective Equipment
- (3) Fire Extinguishers
- (4) Lock out/Tag out
- (5) Forklift Operator Training
- (6) Alcohol concentration
- (7) Retention of records
- (8) Container labeling
- (9) Inspection

4. Controls

a. Outsourcing

- (1) Reasons outsourcing fails
- (2) Control
- (3) Rules/Resistance to change

b. Parts Management

- (1) Vendor managed inventory (VMI)
- (2) Just In Time (JIT)
- (3) Carrying costs
- (4) Stocking Levels
- (5) Re-manufactured parts

c. Preventive Maintenance

- (1) Scheduled Maintenance

- (2) Unscheduled Maintenance
- (3) Failure Analysis
- (4) Roadside Inspections
- (5) Training
- (6) Reactive/Proactive maintenance
- (7) What is the future

d. Shop/Facilities Management

- (1) Diagnosing Problems
- (2) Empowering
- (3) Ethics
- (4) Failure Analysis
- (5) Job Assignments
- (6) On-the-Job Training
- (7) Scheduling

- (8) Serving Customers
- (9) Task Assignment
- (10) PMI / Driver / Technician
- (11) Road calls
- (12) Reports
- (13) Re-Manufactured parts
- (14) Unscheduled maintenance cost
- (15) Vehicle availability
- (16) Maintenance controls
- (17) Overtime
- (18) Work standards
- (19) Repair authorization
- (20) Repair costs

Section B - The Manager shall understand the requirements for Fire Apparatus and Automotive Ambulances as stated by NFPA.

1. NFPA 1910 - 1071 Section including Annex A-C

- a. Administration and Definitions
- b. Emergency Vehicle Technician I
- c. Emergency Vehicle Technician II
- d. Emergency Vehicle Technician III
- e. Qualifications and Certifications

- f. Annex A - Explanatory Material
- g. Annex C - JPR
 - (1) Certification
- h. EVT III Human Resource Management
 - (1) Requisite Knowledge

2. NFPA 1910 - 1911 Section

- a. Administration
 - (1) Scope
 - (2) Application
- b. Definitions
 - (1) In service fire apparatus
 - (2) Leakage
 - (3) Qualified Person
 - (4) Operational checks
 - (5) Diagnostic check
- c. General Requirements
 - (1) Inspections and Diagnostic tests

- d. Retirement of Apparatus
- e. Out of service criteria
- f. Inspections and Maintenance
- g. Performance Testing
 - (1) Major repairs
 - (2) Water gauge
 - (3) Test results
- h. Inspecting & testing aerial ladders
 - (1) Rotation bearing mounting bolts
- i. Road Test

3. NFPA 1900 - 1917 Section

- a. Definitions
 - (1) Approved
 - (2) Contractor
 - (3) Types of ambulances
- b. General Requirements
 - (1) Contractor responsibility
 - (2) Third party certifications/test results
 - (3) Effective date
 - (4) Generator specifications
 - (5) Exceptions
 - (6) Payload
 - (7) Serviceability

- (8) Documentation
- (9) Acceptance test/test on delivery
- c. Annex A
 - (1) Explanatory material
 - (2) AHJ
 - (3) Gross vehicle weight rating (GVWR)
- d. Fuel system
 - (1) Chafe protection
- e. Chassis
 - (1) Stepping surface
 - (2) Wheels and tires

4. NFPA 1900 - 1901 Section

- a. General requirements
 - (1) Rollover stability
 - (2) Weight distribution
 - (3) Vehicle date recorder
 - (4) Responsibility of the purchaser
 - (5) Responsibility of the contractor
 - (6) Roadability
- b. Driver and Crew Areas
 - (1) Equipment mounting
- c. Administration
 - (1) Equivalency
- d. Annex D - Guidelines for first line & reserve fire apparatus
- e. Foam systems
 - (1) CAFS - Compressed air foam system
 - (2) Foam proportioning system
- f. Low voltage electrical systems and warning devices
 - (1) Performance testing
 - (2) Wiring and wire harness construction
 - (3) Compartment lighting
 - (4) Alternator performance tests at full load

- g. Aerial Devices
 - (1) Aerial ladder requirements
 - (a) Rated capacity
 - (b) Heat shield
 - (c) Stability
- h. Line voltage electrical systems
 - (1) Stability
 - (2) Grounding & bonding
- i. Air systems
 - (1) Breathing air quality
- j. Winches
 - (1) Winch wire or synthetic rope
- k. Diesel Engines
 - (1) Diesel particulate filter
 - (2) High Exhaust System Temperature (HEST) Icon
 - (3) Diesel Emission Fluid (DEF)

Section C Leadership - The manager shall understand leadership qualities as stated in *Leadership Theory and Practice*

1. Basic Leadership Qualities

- a. Ethics definition
- b. Ethical theories
- c. Leadership
 - (1) Types
 - (2) Power
 - (3) Coercion
 - (4) Assigned vs emergent
 - (5) Leadership & Management
- d. Management compared to leadership
- e. Leadership definition
- f. Human skill
- g. Integrity
- h. Management skills

i. Situational leadership

- (1) Cognitive ability
- (2) Delegating, supporting & coaching
- (3) Development levels
- 2. Trait Approach**
 - a. Intelligence
 - (1) Emotional intelligence
 - (2) IQ
- 3. Path - Goal Theory**
 - a. Directive, supportive, participative
 - b. Achievement oriented
- 4. Transformational Approach**
- 5. Authentic Approach**
- 6. Team Leadership Model**
- 7. Adaptive Leadership**

8. Leadership Ethics

- 9. Distributed Leadership**
 - a. Team Processes
- 10. Team Leadership**
- 11. Culture & Leadership**
- 12. Servant Leadership**
 - a. Outcomes
 - b. Criticisms
 - c. Model of servant leadership
 - d. Empowering
 - e. Characteristics
- 13. Followership**
- 14. Human Resources**
 - a. Discrimination Law
 - b. Sexual Harassment
 - c. Employee Discipline & Counseling