



FEMA

R0332

Dear National Fire Academy Student:

By now you should have received your acceptance email notification from the National Emergency Training Center (NETC) Admissions Office for this course. If you have not, you are not enrolled in this course.

Welcome to the U.S. Fire Administration's/National Fire Academy's (USFA's/NFA's) *Effective Leadership Skills for Fire and EMS Organizations* (ELSFEMSO) course. Participants begin with a critical self-assessment of their individual managerial strengths and weaknesses, which results in a specific plan for their own professional and personal development. Techniques for creating effective organizational environments are defined. Human resource development subjects are researched.

Course units include Managerial Style; Stress Management; Conflict Resolution; Time Management; Counseling; Communications; Group Dynamics; and Cultural Diversity.

End-of-class graduation ceremonies are an important part of the course, and you are expected to attend. Please do not make any travel arrangements to leave campus until after you and your classmates graduate.

The course materials for this course are now available in a Bring Your Own Device (BYOD) format which will function on any electronic device. If you own an electronic device (laptop computer, tablet, etc.) and are familiar with its document reader functions, we are asking you to download the Student Manual (SM) **before you travel to Emmitsburg** and bring the preloaded device with you. Please see the page following this letter for complete instructions on successfully downloading your course materials. Please note: If you plan to bring/use an iPad, you may experience issues saving/storing/printing course assignments since there is no USB/thumb drive capacity for these devices.

For your information, the NFA classroom environment is PC based. As increasing numbers of students and instructors are bringing laptop computers or other electronic devices 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. Classrooms are outfitted with surge protectors at each table for your convenience. Thumb drives or external hard drives used to bring course materials to class cannot be connected to FEMA property without being scanned for viruses. Due to time limitations for scanning, these devices cannot be larger than 8 GB. Anything over this amount will not be scanned and cannot be used. 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 7 and Office 2013 as the software standard.

Should you need additional information related to course content or requirements, please feel free to contact Mr. Kevin Brame, Executive Development Curriculum Training Specialist, at (301) 447-1069 or email at [kevin.brame@fema.dhs.gov](mailto:kevin.brame@fema.dhs.gov).

Sincerely,

A handwritten signature in black ink, appearing to read "Kirby Kiefer".

Dr. Kirby Kiefer, Acting Superintendent  
National Fire Academy  
U.S. Fire Administration

Enclosure

## **National Fire Academy Bring Your Own Device (BYOD) Course Materials/Download Instructions**

The **first step** is to download ADOBE Reader to your device. This will enable you to read and manipulate the course materials. ADOBE Reader can be used to comment and highlight text in Portable Document Format (PDF) documents. It is an excellent tool for note-taking purposes.

### **For Laptops and Computers**

ADOBE Reader can be downloaded from [www.adobe.com/downloads/](http://www.adobe.com/downloads/). It is a free download. Please note that depending on your settings, you may have to temporarily disable your antivirus software.

### **For Tablets and Other Similar Hand-Held Devices**

ADOBE Reader can be downloaded onto devices such as iPads, android tablets, and other hand-held devices. ADOBE Reader for these types of devices can be found in the device's Application Store using the search function and typing in "ADOBE Reader." Follow the instructions given. **It is a free application.** Note: In order to have the editing capabilities/toolbar, the document needs to be "opened with ADOBE Reader." There should be a function on your device to do this.

After you have successfully downloaded the ADOBE Reader, please use the following Web link to download your R0332, *Effective Leadership Skills for Fire and EMS Organizations* (ELSFEMSO) Student Manual (SM). (You may copy/paste this link into your Web browser.)

[http://nfa.usfa.dhs.gov/ax/sm/sm\\_r0332.pdf](http://nfa.usfa.dhs.gov/ax/sm/sm_r0332.pdf)

Note: Please make sure you download the ADOBE Reader first. To open the SM, you will need to open the ADOBE Reader and then open the SM through the ADOBE Reader in order for the note-taking tools to work properly.

If you need assistance, please contact [nfaonlinetier2@fema.dhs.gov](mailto:nfaonlinetier2@fema.dhs.gov).