M-2 Management Level II Supervisor September 2026

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) Capital 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
     - (21) Labor hours available

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 Managment
      (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 requirments
         (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 Exhuast 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. Tranformational 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