



NWCG Training Working Team Leadership Committee Status Report, Fall 2003

**Project Name:**

Wildland Fire Leadership Development Program

Committee Chairman:

Larry Sutton

Reporting Period:

June 2003-December 2003

Committee Co-Chairman:

Jim Cook

Project Summary:

The Leadership Committee of the Training Working Team is chartered to develop a leadership development program for the wildland fire service. This program has three distinct components:

- **Formal training curriculum.** The leadership curriculum in its current design will contain five separate courses, with target audiences from entry-level followers to the most senior Incident Management Team leaders.
- **Self-development.** A number of tools and references have been developed to support the self-directed study of leadership by individuals. These tools are available to anyone through an on-line “Leadership Toolbox.” The intent is to foster a “lifelong student of leadership” culture in the ranks of wildland firefighters.
- **Values and Principles.** The values and principles for wildland fire leadership were selected after careful benchmarking of other successful leadership programs. The three values for wildland fire leadership are Duty, Respect and Integrity. These values are supported by eleven specific principles. These values and principles provide a picture of effective leadership and are the foundation for all the components within the program.

When initially chartered, the Leadership Committee was tasked with implementing 14 recommendations. These recommendations are outlined in the Leadership Task Group Report of February 2001. This report can be accessed at:

http://www.fireleadership.gov/committee/reports/February_2001_Task_Group_Report.pdf

Project Timeline:

Initial development work for the program began in January 2002. Full implementation of the 14 recommendations is projected to take 3-4 years. Current status can be accessed at:

http://www.fireleadership.gov/toolbox/documents/rcmd_accomp.html

Project Goals:

1. Establish a common set of values & principles as a vision of what effective leadership looks like.
2. Invest early in leadership training for junior leaders.
3. Encourage all leaders to be “students of leadership” as a career long responsibility.
4. Emphasize decision-making skills for high-risk, high-stress work environments.
5. Partner with outside expertise for current leadership development techniques.



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- Draft recommendations have been developed for leadership training in the next revision of the Fire Qualification System Guide (310-1). These recommendations will be forwarded to the NWCG Training Working Team who will review and forward them to the NWCG Incident Operations Standards Working Team for inclusion in the revised 310-1:
 - L-180, *Human Factors* is available through the NWCG Publication Management System. The course content has also been incorporated into the new S-130 course so that entry-level firefighters will receive L-180, *Human Factors* training without an additional training requirement.
 - L-280, *Followership to Leadership* is available through the NWCG Publication Management System. This 16-hour, locally delivered course is proposed as a training requirement the Single Resource Boss positions.
 - L-380, *Fireline Leadership* is proposed as a training recommendation for Strike Team Leaders and Unit Leaders. There is an established set of course criteria that will enable agencies or vendors to develop and deliver a training product without relying on a sole-source provider:
http://www.fireleadership.gov/courses/L_380/criteria.html
 - L-381, *Incident Leadership*, is identified as a future training product for IC Type 3s and Division Supervisors. Draft course criteria have been developed and are being forwarded to the Training Working Team for approval. This will not be identified in the next revision of the 310-1.
 - L-480/580, *Incident Management Team Leadership Seminar*. NARTC is overseeing a course development group that began work in May 2003. This will not be identified in the next revision of the 310-1.
- Phase I of the Leadership Toolbox is complete and includes a professional reading program, as well as workbooks and tools to help with decision-making, crew assessments, after action reviews, briefing skills, self-development plans, and staff rides. Work on Phase II will begin in 2004. This resource can be found at: <http://www.fireleadership.gov/toolbox/toolbox.html>
- In October 2003, the Leadership Committee visited NASA Space Flight Training Group at Johnson Space Center. This is part of a continuing effort to benchmark organizations that place a high premium on leadership development. Past efforts have resulted in working relationships with the University of Pennsylvania Wharton Center for Leadership, the U.S. Marine Corps University, and the U.S. Air Force Human Factors Lab.
- New Initiatives
 - The Leadership Committee is exploring program evaluation methodologies through a cooperative effort with a graduate student thesis project.
 - A leadership recognition program is under development, with the intent to recognize firefighters at the field level whose actions clearly demonstrate the leadership values of Duty, Respect, and Integrity.