

# NWCG LEADERSHIP SUBCOMMITTEE STRATEGIC 3-YEAR PLAN

---

## END STATE

The NWCG Leadership Subcommittee is capable, experienced and positioned to best sustain momentum and set conditions for leader development in the wildland fire service. The Wildland Fire Leadership Development Program is in widespread use and accessible to all members of the wildland fire service. The program is aligned with practitioner needs and achieves the common application of leadership doctrine necessary for firefighter safety and effective mission accomplishment. The LSC has strong, mutually beneficial relationships with senior leaders and cooperating stakeholders.

## LINES OF EFFORT

---

---

### A – CENTERS OF INFLUENCE

---

***Success Condition:*** *Key stakeholders/partners are identified and engaged in functional working relationships.*

**Objective 1:** Establish and maintain communication channels through chain of command.

**Task** – Update strategic plan with the NWCG parent as needed. (Lead/Target date)

**Task** – Create and maintain unique briefing packages for senior-level leaders based on makeup of different audiences. (Lead/Target date)

**Task** – Provide tools for senior-level leaders to be advocates. (Lead/Target date)

**Task** – Provide timely updates to senior-level leaders. (Lead/Target date)

**Objective 2:** Identify and engage stakeholders/partners.

**Task** – Maintain a GATR liaison. (Lead/Target date)

**Task** – Maintain a field presence on the LSC. (Lead/Target date)

**Task** – Maintain a cooperative program of work with the Lessons Learned Center.  
(Lead/Target date)

**Task** – Maintain a communication link with the Risk Management Committee. (Lead/Target date)

**Task** – Continue to expand outreach to non-federal entities. (Lead/Target date)

**Task** – Reach out to and maintain a communication with the International Association of Fire Chiefs. (Lead/Target date)

**Objective 3:** Secure adequate funding to support the WFLDP.

**Task** – Stay current with NWCG budgeting process. (Lead/Target date)

**Task** – Request supplemental agency representative funding support. (Lead/Target date)

**Task** – Continue to explore sources of non-traditional funding. (Lead/Target date)

---

## **B – CURRICULUM MANAGEMENT**

---

**Success Condition:** *Courseware is of high quality, has connectivity with program doctrine, is consistent in content, and is aligned with target audiences.*

**Objective 1:** Support NWCG Distance Learning Unit with the online L-180 process.

**Task** – Monitor success and feedback.

**Objective 2:** Align course criteria and certification process at the 300- and 400-level courses.

**Task** – Maintain standard provider certification process and post on the web. (Lead/Target date)

**Task** – Maintain communication with approved providers on course revision and instructor certification. (Lead/Target date)

**Task** – Maintain a task team to review L-380 course criteria. (Lead/Target date)

**Task** – Maintain a task team to review L-480 course criteria. (Lead/Target date)

**Objective 3:** Coordinate with the GBTU Course Coordinator and L-580 Curriculum Management Unit (CMU) for the 2015 deliveries.

**Task** – Ensure the L-580 CMU clearly defines roles and responsibilities between the GBTU Course Coordinator and NIMO team involvement with the L-580 Gettysburg Staff Ride delivery. (Lead/Target date)

**Task** – Collaborate with the L-580 CMU for the annual event schedule. (Lead/Target date)

**Task** – Ensure the L-580 CMU creates L-580 reference documents (course coordinator guides, operator guides, conference group leader guides) for various L-580 deliveries. (Lead/Target date)

**Task** – Evaluate the capacity of offer multiple deliveries of the L-580 Gettysburg Staff Ride. (Lead/Target date)

**Task** – Task the L-580 CMU to incorporate a train-the-trainer conference group into 2015 L-580 Gettysburg Staff Ride deliveries. (Lead/Target date)

**Objective 4:** Coordinate with Course Coordinator, San Diego Fire and Rescue and the L-580 Curriculum Management Unit (CMU) for the alpha 2015 delivery.

**Task** – Provide an evaluation cadre for the alpha delivery of the 2015 San Diego County Mega Fire Case Study. (Lead/Target date)

**Task** – Task the L-580 CMU to incorporate a train-the-trainer conference group into the 2015 L-580 San Diego County Mega Fire Case Study alpha delivery. (Lead/Target date)

**Objective 5:** Coordinate with CMU stewards to collect annual course delivery data.

**Task** – Submit annual course delivery summary to parent group. (Lead/Target date)

**Task** – Analyze and address customer needs and trends in delivery. (Lead/Target date)

---

## **C – PROGRAM INITIATIVES**

---

**Success Condition:** *Capacity, accessibility and quality of WFLDP products meet demand.*

**Objective 1:** Establish a diverse network to support the WFLDP into the future.

**Task** – Expand the SME roster to support program initiatives. (Lead/Target date)

**Task** – Gain agency commitments for program initiatives (see Center of Influence, objective 3). (Lead/Target date)

**Objective 2:** Develop and maintain an array of tools and products to assist wildland firefighters with their leadership development.

**Task** – Continue to evaluate and update existing online Leadership Toolbox features. (Lead/Target date)

**Task** – Collaborate with the LLC to revise the Fire Fatality Case Studies materials. (Lead/Target date)

**Task** – Continue to coordinate with the NWCG Annual Fireline Safety Refresher program.  
(Lead/Target date)

**Task** – Review and identify program products for conversion to mobile applications.  
(Lead/Target date)

**Task** – Continue to develop and maintain a social media presence for the WFLDP.  
(Lead/Target date)

**Objective 3:** Advocate the leadership values and principles throughout the wildland fire service.

**Task** – Evaluate and update the *Leading in the Wildland Fire Service* publication as needed.  
(Lead/Target date)

**Task** – Recognize wildland firefighters modeling the core values and principles through the annual Paul Gleason Lead by Example award. (Lead/Target date)

**Task** – Maintain a communication link with 6 Minutes for Safety staff to promote LEAD Time topics. (Lead/Target date)

---

## **D – INNOVATION AND LEARNING**

---

**Success Condition:** *Program is continually seeking to improve and incorporate best practices.*

**Objective 1:** Benchmark outside expertise.

**Task** – Strengthen existing relationship with Wharton School of Business. (Lead/Target date)

**Task** – Continue to identify emerging academic, military, and corporate leadership programs. (Lead/Target date)

**Task** – Explore agency-established leadership programs. (Lead/Target date)

**Task** – Explore wildland firefighter/military veteran input regarding leadership development. (Lead/Target date)

**Objective 2:** Encourage field-level leadership innovation and best practices.

**Task** – Maintain LSC meeting format to entertain innovations from the field. (Lead/Target date)

**Task** – Develop a plan to showcase leadership innovations and success stories by utilizing items such as the leadership campaign and social media. (Lead/Target date)

**Objective 3:** Preserve lessons from Leadership Subcommittee history.

**Task** – Identify all locations and consolidate LSC documents. (Lead/Target date)

**Task** – Develop and maintain a centralized archive of LSC historical documents. (Lead/Target date)