

DEVELOPING LEADERS IN WILDLAND FIRE



BACKGROUND

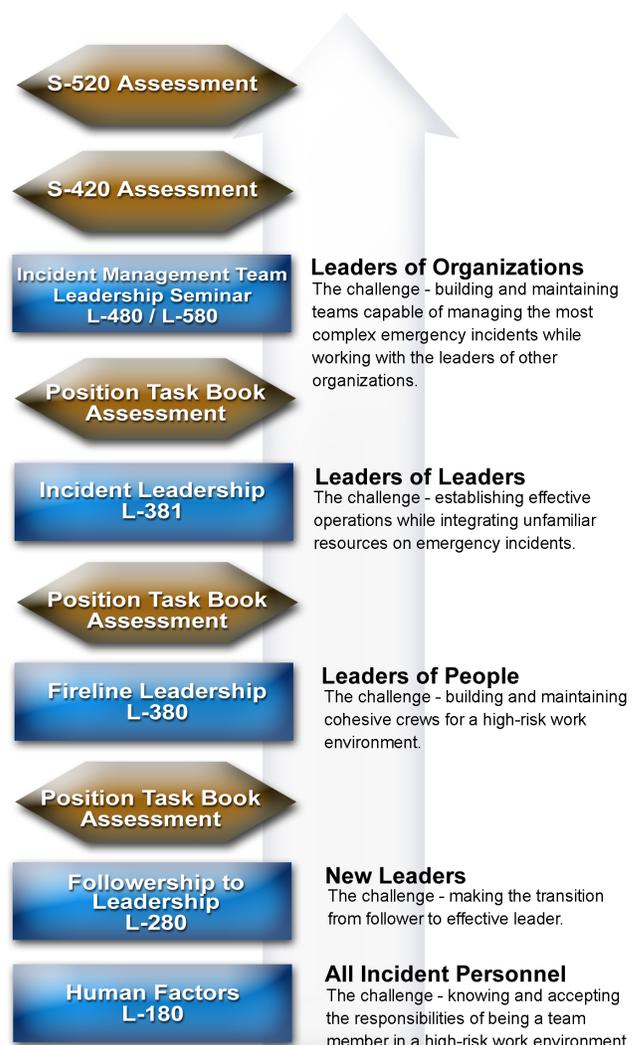
Every time a fatality occurs on a wildland fire, an investigation team is dispatched to discover what happened and why. And nearly every time the team lists its findings, lack of effective leadership is identified as contributing to the accident. The leadership development program is a coordinated approach to enhancing and improving wildland firefighter leadership.

A Leadership Committee has been established, under the National Wildfire Coordinating Group's Training Working Team, to prepare an interagency, national strategy for developing leaders in wildland fire through an integrated program of training, development and assessment. The wildland fire leadership program aims to develop leaders who can make timely decisions in high stress situations that get the job done without compromising firefighter safety.

LEADERSHIP PROGRAM

The leadership program includes an integrated and progressive curriculum, supplemented with assessments and on-the-job experience. Five courses provide the formal curriculum for the program, in addition to an on-line Leadership Toolbox which includes reference and assessment tools for self-development. The formal curriculum consists of:

- Human Factors: 4- to 6-hour course available through the national cache system (PMS 49); course material is also incorporated into S-1 Firefighter Training, which is required for all firefighters.
- Followership to Leadership: 16-hour course being tested. Course consists of 8 hours of classroom work plus 8 hours of practical fire exercises in which all participants must lead.
- Fireline Leadership: Guidelines are being developed for course content to allow agencies to determine equivalency with existing courses or aid in developing new courses. A 40-hour course for leaders of small units is currently available from private vendor MC Solutions.
- Incident Leadership: Guidelines are being developed for course content to allow agencies to determine equivalency with existing courses or aid in developing new courses. A 40-hour course is under development by private vendor MC Solutions.
- Incident Management Team Leadership Seminar: Under development at NARTC.



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TARGET AUDIENCES

Employees who are progressing within the wildland fire qualifications system are eligible for leadership development. They will be involved in the program from the beginning to the end of their careers. There are five levels of development related to the employee's training, experience and stage of career, however, not all employees will reach all levels.

INTENDED AUDIENCE	STAGE OF CAREER	COURSE TITLE
Followers (e.g., FFT2)	Inception	Human Factors
Developing Leaders (e.g., FFT1 to CRWB)	Transition	Followership to Leadership
Leader of People (e.g., STCR, TFLD)	Early Maturation	Fireline Leadership
Leader of Leaders (e.g., ICT3, DIVS)	Maturation	Incident Leadership
Leader of Organizations (e.g., IMT Command and General Staff)	Pinnacle	Incident Management Team Leadership Seminar

STATUS OF LEADERSHIP PROGRAM DEVELOPMENT

The Leadership Committee has developed a plan for implementing 14 action items aimed at enhancing leadership development in wildland fire. Full implementation of all action items will take at least three years. These include designating new leadership courses in the Publications Management System; eliminating or modifying courses that will be replaced or supplemented by leadership courses; implementing an on-line Leadership Toolbox that provides opportunities for leader self-development; conducting needs analyses; and integrating a common set of leadership values and principles (see below).

WILDLAND FIRE LEADERSHIP VALUES AND PRINCIPLES	
VALUES	PRINCIPLES
DUTY	Be proficient in your job, both technically and as a leader. Make sound and timely decisions. Ensure that tasks are understood, supervised and accomplished. Develop your subordinates for the future.
RESPECT	Know your subordinates and look out for their well-being. Keep your subordinates informed. Build the team. Employ your subordinates in accordance with their capabilities.
INTEGRITY	Know yourself and seek improvement. Seek responsibility and accept responsibility for your actions. Set the example.

For more information: www.fireleadership.gov