

**NWCG CURRICULUM MANAGEMENT ISSUE PAPER NUMBER 38**  
**ELIMINATION OF THE S-281 AND S-381 COURSES**  
**October 15, 2002**

**ISSUE**

Implement Leadership Task Group Report recommendation number six and eliminate the current Supervisory Concepts and Techniques (S-281) and Leadership and Organizational Development (S-381) courses from the NWCG curriculum.

**BACKGROUND**

In September 2000, the NWCG Training Working Team chartered the Leadership Task Group to analyze the NWCG training curriculum, identify alternatives and make recommendations regarding leadership development strategies.

In February 2001, the Leadership Task Group provided a detailed report to the Training Working Team. This Report recommends eliminating S-281 and S-381 and replacing them with a new leadership curriculum. This recommendation was based on a number of factors described in the Report, the foremost being a gap in leadership skills identified as an ongoing problem by the agencies. This gap exists in spite of the existing curricula.

To eliminate this skill gap, the Leadership Task Group recommended the development of a distinct leadership curriculum that is connected conceptually from the entry level (follower) to the journeyman (organizational leader) level. The curriculum includes the following courses:

- Human Factors
- Followership to Leadership
- Fireline Leadership
- Incident Leadership
- Incident Management Team Leadership Seminar

The goal of this curriculum is to institutionalize leadership development in wildland fire organizations and bridge the current gap in leadership skills.

In January 2002, a Leadership Committee was established to carry out the recommendations of the Report.

## RECOMMENDATIONS

The Leadership Committee proposes the following strategy:

- Eliminate S-281, Supervisory Concepts and Techniques. Established employer supervision courses and the new wildland fire leadership curriculum meet the training goals and provide the skills addressed in this course. See the Report for a detailed analysis on S-281. Providing basic supervision training is the responsibility of the employer. Providing fire ground leadership skills is an NWCG responsibility.
- Eliminate S-381, Leadership and Organizational Development.  
~~Established employer supervision courses and the new wildland fire leadership curriculum meet the training goals and provide the skills addressed in this course.~~ See the Report for a detailed analysis of S-381.

The recommended date for removing these <sup>S-281</sup> ~~two courses~~ from the Publications Management System (PMS) is September 30, 2003. After this date no further credit will be given for ~~either of these courses~~ <sup>this</sup> in any of the federal and state qualification systems.

*S-381 will be eliminated after the issue with non-operational position training has been resolved.*

### ACTION REQUIRED

Adopt the above strategy to eliminate S-281 and S-381. By signature of this issue paper the TWT is assuming responsibility for removing these courses from PMS on the agreed upon date.

*with above modifications.*

**APPROVED** / DENIED

(circle one)

SIGNATURE



TWT Chair

*01/15/03*  
Date

cc: Incident Operations Standards Working Team  
Publication Management System Working Team