



## S-420: Command and General Staff (Instructor-Led Training)

### Summary of Changes – 2020

#### Overall Course Format Changes

- Course duration of 38 hours changed to 42-44 hours. This reflects 2 hours of additional instructor-led training, and 2-4 hours of enhanced mandatory pre-course work.
- Course objectives and unit objectives have been updated.
- Course composition changed from 7 units (with sub-lessons) to 16 units.
- Instructional material added that addresses decision support tools, strategic planning, risk management, and Agency Administrator interaction. This material is in alignment with the more in-depth curriculum on these topics that is presented in S-520.
- Course evaluation is based upon a student evaluation and feedback rubric that is used to evaluate each student, to enhance their knowledge and skills development.
- The course is designed to allow students to participate regardless of primary trainee position or functional area background.
- A multi-phase simulation is incorporated throughout the course, as a platform for the students to exercise and integrate the lessons presented in the instructional units.

2002 Certified Version	2020 Revised Version
Unit 1: Effective Decision Making	Unit 1: Team Development
Unit 1A: Team Development and Behavior	Unit 2: Team Identity
Unit 1B: Decision Making and Methods	Unit 3: Functional Area Wisdom
Unit 1C: Stress and Decision Making in the Fire Environment	Unit 4: Communication
Unit 1D: Effective Team Performance	Unit 5: Incident Management Planning Processes
Unit 2: Functional Review	Unit 6: Understanding the Situation
Unit 3: Team Interaction	Unit 7: Conflict Management
Unit 4: Transfer of Command	Unit 8: Determine Goals and Objectives
Unit 5: Steps of the Planning Process	Unit 9: Risk Management
Unit 6: Simulation	Unit 10: Critical Thinking and Decision Making
Unit 7: Other Management Considerations	Unit 11: Plan Development
	Unit 12: Plan Preparation, Review, and Approval
	Unit 13: Transition and Transfer of Command
	Unit 14: Multi-Agency Coordination, Incident Support Organizations, and Partners
	Unit 15: Mentoring and Recruitment
	Unit 16: Panel Discussion

#### Course Materials

- Instructor Guide is available for download via the S-420 course page in the NWCG Training Course Catalog.  
(NFES 1298: *S-420 Instructor Guide* removed from NWCG NFES Catalog – Part 2: Publications, PMS 449-2)
- Student Workbook is replaced by in-course handouts, as well as review and reference of *Leading in the Wildland Fire Service*, PMS 494-2, *Interagency Standards for Fire and Fire*



*Aviation Operations* (Red Book), and the *National Interagency Mobilization Guide*. (NFES 2682: *S-420 Student Workbook* removed from NWCG NFES Catalog – Part 2: Publications, PMS 449-2)

- Course materials are available for download via the S-420 course page in the NWCG Training Course Catalog. (NFES 2683: *S-420 Course Materials CD-ROM* removed from NWCG NFES Catalog – Part 2: Publications, PMS 449-2)
- The simulation material is available for download from the Wildland Fire Learning Portal. (NFES 1299: *S-420 Simulation Guide* removed from NWCG NFES Catalog – Part 2: Publications, PMS 449-2)
- Pre-Course Work is available from both the S-420 course page, as well as from the Wildland Fire Learning Portal. It is in both places to allow Course Coordinators some flexibility in choosing which platform to use to distribute the pre-course work to their students.

NWCG Training Course Catalog: <https://www.nwcg.gov/publications/training-courses>

SMEs provided by NWCG Incident and Position Standards Committee.

Approved by

1. Course Steward/Parent Committee (Incident & Position Standards Committee)
2. NWCG Executive Board