



**FOREST SERVICE HANDBOOK  
NATIONAL HEADQUARTERS (WO)  
WASHINGTON, DC**

**FSH 5109.17 - FIRE AND AVIATION MANAGEMENT  
QUALIFICATIONS HANDBOOK**

**CHAPTER 30 - TRAINING, DEVELOPMENT, AND LEADERSHIP**

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**Posting Instructions:** Amendments are numbered consecutively by Handbook number and calendar year. Post by document; remove the entire document and replace it with this amendment. Retain this transmittal as the first page(s) of this document. The last amendment to this Handbook was 5109.17-2004-2 to 5109.17\_10.

<b>New Document</b>	5109.17_30	12 Pages
<b>Superseded Document(s) by Issuance Number and Effective Date</b>	5109.17_30 (Amendment 5109.17-2003-5, 07/09/2003)	4 Pages

**Digest:**

30 - Changes the caption of this chapter to Training, Development, and Leadership (formerly, Equivalency Courses) and establishes new codes and captions to revise, recode, and incorporate direction formerly in chapter 20 regarding training courses, delivery, equivalency, and instructor qualifications and levels.

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**Digest--Continued:**

31 - Changes the caption of this section to Training (formerly, Approved Equivalency Courses) and revises and recodes direction formerly in sections 20.6-20.63 to section 31 and the following new sections added for Instructor Qualifications and Certification (sec. 31.1), National Wildfire Coordinating Group (NWCG) Instructor Levels (sec. 34.11), Instructor Training Requirements for Certified Instructors (sec. 31.12), Lead Instructor Requirements for 300-Level Leadership “L” Courses (sec. 31.13), National Wildfire Coordinating Group Certified Course Delivery (sec. 31.2) and Forest Service Refresher Training (sec. 31.3). Also provides additional equivalency requirements to NFPA 1041 for instructor qualifications and certification at section 31.1.

32 - Recodes and revises direction on Equivalency Courses previously at section 31. Adds the responsibility for approving equivalency courses for the Forest Service, formerly determined by the National Wildfire Coordinating Group (NWCG) Training, to the Branch Chief for Fire Training, Fire and Aviation Management Staff, Washington Office. Each Agency establishes standards for determining NWCG course equivalency.

32.1 - Adds a section on Historical Information for Equivalency Courses.

33 - Adds a section for Development and sets out requirements for the second 40 hours of supervisory training and references related to Forest Service corporate training at section 33.1 Supervisory Development.

34 - Adds a section for Leadership and provides direction on Annual Leadership Development Continuing Education Program at section 34.1

Changes responsibility for approving equivalency courses from the National Wildland Fire Coordinating Group (NWCG) Training Working Team to Branch Chief, Fire Training, Fire and Aviation Management Staff, Washington Office. Each Agency establishes standards for determining NWCG course equivalency.

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## 31 - TRAINING

Courses are designed to be taken in an ascending order of complexity, based on successively higher levels of responsibility and skills in fire and aviation management. The required training identified for each position is set out in the exhibits to sections 25.1 through 25.36 of this Handbook and includes courses needed for each position, in addition to the training required in all prerequisite positions.

1. Courses are identified by a number preceded by a designator letter A, D, FI, I, L, M, RX, or S as follows:

<u>Designator</u>	<u>Courses</u>
A	Interagency Aviation Training Modules
D	Dispatch courses
FI	Fire Investigation courses
I	Courses in the National Interagency Incident Management System - Incident Command System (NIIMS - ICS)
L	Leadership courses
M	Managerial/support courses
RX	Fire use courses
S	Skills courses

2. The ascending numbering system shows the level of sponsorship:

<u>Course Number</u>	<u>Sponsorship</u>
100-200 level	Local
300-400 level	Regional
500-600 level	National

Refer to the Field Manager's Course Guide, NFES number 1260, PMS 901-1, for descriptors, purpose, and objectives of the training courses (FSM 5108).

### 31.1 - Instructor Qualifications and Certification

Instructors should be qualified in the position at least one level above that which they are instructing; they should have successfully completed the course they are instructing; and they should have completed an instructor training course (Facilitative Instructor or National Fire Protection Association (NFPA) 1041, Fire Service Instructor I and they should exhibit knowledge of the proficiencies identified in the Field Manager's Course Guide (FSM 5108).

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### **31.11 - National Wildfire Coordinating Group Instructor Levels**

The National Wildfire Coordinating Group (NWCG) recognizes two levels of wildland fire instructor:

1. Lead Instructor. Lead Instructors must have sufficient experience in presenting all units of the course. It is recognized that exceptions may occur where courses are of such a technical nature that no one person may be technically competent to instruct all units or where a technical specialist from another subject area is needed. Lead Instructors must be minimally qualified in the position at the next higher job level (if one exists) and must meet the training requirements outlined in section 20.62.

2. Unit Instructor. Unit Instructors must be qualified in the position and must meet the instructor training requirements outlined in section 20.62.

### **31.12 - Instructor Training Requirements for Certified Instructors**

1. All 100-level courses may be taught by anyone who has the requisite experience and who is approved by the local unit Fire Management Staff Officer. Instructor training is highly recommended at this level.

2. Courses at higher complexity levels (200-level and higher) generally involve significant travel costs and often are intended to teach supervisory skills. To ensure quality training for employees, instructors shall have formal instructor training except as provided in the following paragraph b.

a. Lead and Unit Instructors for 200-level and higher courses shall successfully complete an instructor course (either Facilitative Instructor or NFPA 1041, Fire Service Instructor I).

b. Exceptions to these instructor training requirements may be made by the Regional Director of Fire and Aviation Management for instructors who have demonstrated strong instructional skills and abilities. This authority may also be delegated to the Regional Training Officer by the Director; however, the authority shall not be delegated lower. The local Geographic Area Training Working Team shall review those candidates for instructors.

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### **31.13 - Lead Instructor Requirements for 300-level Leadership “L” Courses**

The L-380 Fireline Leadership and L-381 Incident Leadership are training recommendations which do not have a standard NWCG course package available for Lead Instructors. Therefore, the Forest Service has established a process to evaluate and certify Lead Instructors who desire to develop materials that meet the intent and the criteria established by the NWCG Leadership Committee. The course description and criteria are available at:

*[http://www.fireleadership.gov/courses/L\\_380/criteria.html](http://www.fireleadership.gov/courses/L_380/criteria.html) or*

*[http://www.fireleadership.gov/courses/L\\_381/criteria.html](http://www.fireleadership.gov/courses/L_381/criteria.html).*

Certification of these Lead Instructors for “L” courses must be done by an evaluation team comprised of:

1. A Team Leader designated by the Forest Service representative to the NWCG Leadership Committee and
2. At least one additional evaluator from any of the Federal agencies participating in NWCG.

A format for evaluation developed by the Washington Office Fire and Aviation Training Projects Coordinator is available upon request.

### **31.2 - National Wildfire Coordinating Group Certified Course Delivery**

The National Wildfire Coordinating Group (NWCG) Training Working Team certifies Incident Command System courses contained within this Handbook. The NWCG Standards and Development Division recommends to NWCG the appropriate course delivery methods, individual unit, and course duration. The certified course curriculum includes individual unit objectives and overall course objectives identified by the course development groups who are assembled to develop or revise an existing NWCG course.

1. Instructors shall not deviate from the delivery style or duration of the certified course curriculum, without prior approval from the Regional Director of Fire and Aviation Management or from the Regional Training Specialist.
2. Although it may be possible to deviate slightly from the established unit timeframes and sufficiently deliver the course objectives, the Regional Training Specialist must be notified prior to planning any deviation from the standards contained within the course.

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3. The Regional Training Specialist shall review proposed deviations from the certified curriculum and shall appoint or request an equivalency evaluation to be performed on the proposed curriculum changes; see section 22.3, Equivalency Courses for direction on the processes to determine NWCG certified course equivalencies.

4. Units do have the authority, and are encouraged to exercise this authority to enhance existing NWCG course curriculum through simulation, scenarios, demonstrations, table-top and field exercises, or other methods of adult education.

### **31.3 - Forest Service Refresher Training**

1. The annual safety training refresher, referenced in 22.3, shall be focused on the following minimum core subject areas:

a. Fire shelter purpose and use to include:

- (1) Practicing fire shelter deployments.
- (2) Discussion of deployment survival considerations.

b. Entrapment avoidance to include:

- (1) Fire behavior review.
- (2) Mitigating watch-out situations.
- (3) Applying the Standard Firefighting Orders and Look-Outs, Communications, Escape Route and Safety Zones (LCES).

c. Utilizing the SAFENET system.

d. Annual emphasis topic as identified on the Wildland Fire Safety Training Annual Refresher (WFSTAR). These topics can be found on the refresher training website provided in the following paragraph 2.

2. The Forest Fire Management Program Staff Officer may identify and include additional subject areas in this training in response to local need. Refer to the following website for instructor resources to support delivery of annual refresher training:

*[http://www.nifc.gov/safety\\_study/annual\\_refresh/](http://www.nifc.gov/safety_study/annual_refresh/)*

3. The Qualifications Card, Incident Command System, Form PMS 310-3 shall not be issued to individuals until supervisors certify that those individuals have completed the annual fire safety refresher training.

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## **32 - EQUIVALENCY COURSES**

Equivalency courses are classes that have been determined by evaluators to be equivalent to courses identified in the National Wildfire Coordinating Group (NWCG) approved curriculum and that have been approved as equivalency courses by the Washington Office, Branch Chief for Fire Training.

Approved equivalency courses are listed in exhibit 01.

1. Process to Evaluate and Establish Equivalency Courses. The appropriate Regional Training Working Team or steering committee shall identify the need for an equivalency analysis of a specific course. The committee shall assign an evaluation team (see para. 2 regarding the team composition) to conduct the analysis, document their findings, and submit recommendations through agency channels to the Washington Office, Fire and Aviation Management Staff, Branch Chief for Fire Training, for an equivalency review.

a. If the Branch Chief for Fire Training determines that the equivalency course analysis is sufficient and the proposed course meets the NWCG certified course standards, the Branch Chief shall recognize the course as equivalent.

b. The Branch Chief may also recommend acceptance of the equivalency course(s) to the NWCG Training Working Team. Proposals for equivalency course recommendations shall be presented at the annual spring meeting of the NWCG Training Working Team and the Geographic Area Training Representatives (GATRs).

2. Evaluation Team Composition. The evaluation team shall be comprised of a minimum of three of the following members, including: Lead Instructor, cadre member, and course developer or subject matter expert for the respective NWCG course. The evaluators shall be individuals either who have been involved within the past 3 years with instructing the course that is being evaluated, or who are familiar with the course development and revision process.

3. Equivalency Courses. The Branch Chief for Fire Training has determined that the courses listed in exhibit 01 are equivalent to the identified NWCG course. Persons who have successfully completed the identified equivalency course do not need to attend the corresponding NWCG course.



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**32 - Exhibit 01**

<b><u>NWCG Approved Curriculum</u></b>	<b><u>Approved Equivalency Course(s)</u></b>
Facilitative Instructor (M-410)	National Fire Protection Association (NFPA) 1041, Fire Service Instructor I, with proficiency as set out in the NWCG Field Manager's Course Guide.
Introduction to Fire Effects (RX-310)	Successful completion of Technical Fire Management.
S-110 Basic Wildland Fire Orientation	Experience in operations positions on an incident. S-110 is designed for non-operations personnel slated for a first on-incident assignment. Many of the Technical Specialist positions listed in chapter 20 reflect S-110 as Level 1, required training. However, if the incumbent has had fireline experience or previous incident experience, S-110 is not required.
Advanced Fire Use Applications (S-580)	Managing Wildland Fire for Resource Benefits (offered in Region 1). Applies only to Fire Use Manager 2 qualifications.
Human Factors on the Fireline (L-180)	Firefighter Training (S-130, 2004 version). The 2004 version of S-130 incorporates L-180 into the course package.
Wildfire Origin and Cause Determination (P-151)  Removed from the NWCG curriculum in 2003. Credit should not be given for the course after 2003	Wildland Fire Origin and Cause Determination (FI-210).

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### 32.1 - Historical Information for Equivalency Courses

The NWCG Course Development and Standards Division provides historical information equivalency courses. The information is available on the following website, under “Curriculum Status”:

*<http://www.fire.blm.gov/training/develop/develop.html>*.

The following is an addendum to the information contained in the “Curriculum Status” guide:

Supervisory Concepts and Techniques (S-201/S-281) (Prior to 10/1/2003)  Note: removed from the NWCG curriculum in October 2003. Credit should not be given for the course after 9/30/2003	Forest Service Corporate Training Practical Leadership Skills for New First-Line Supervisors.
Leadership and Organizational Development (S-301/S-381)  Note: Removed from Forest Service recognition in July 2003	L-380 Fireline Leadership.
Fire Suppression Tactics (S-336)	Successful completion of either:  Single Resource Boss (S-230, 1996 Version or later) <b>AND</b> Fire Operations in the Urban Interface (S-215); <b>OR</b> Task Force/Strike Team Leader (S-330) <b>AND</b> Fire Operations in the Urban Interface (S-215)

## 33 - DEVELOPMENT

### 33.1 - Supervisory Development

If an employee has not yet received credit for the Forest Service second 40 hours of supervisory training and development as required in FSH 6109.13, then completion of L-380 Fireline Leadership may meet this requirement. The contents and format of the second 40 hours of supervisor training are determined by the supervisor or management of the local unit and should be adapted to the needs of the employee’s job.

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Provided that the employee's supervisor approves L-380 as part of the employee's Individual Development Plan (IDP), this training course may meet the supervisory training requirement. Further direction regarding supervision training is contained with FSH 6109.13.

## **34 - LEADERSHIP**

### **34.1 - Annual Leadership Continuing Education Program**

Because participation in fire management activities requires constant attention to and honing of leadership skills, those individuals in leadership roles should participate in at least one leadership development activity each year.

1. For the period from the issuance of the 2004 amendments to this Handbook, FSH 5109.17 Fire and Aviation Qualifications Management Handbook, until the issuance of the 2005 amendments, operations personnel in fireline leadership positions shall participate in a voluntary annual leadership development program. Following are options to meet this leadership development:

a. Any leadership development course, seminar, or workshop satisfies the employee's continuing education responsibility. This includes the Forest Service corporate training curriculum as well as the NWCG approved leadership or "L" course curriculum.

b. In addition, a number of self-directed continuing education options would also redeem this responsibility, including:

(1) Read and compare with the employee's supervisor, or other appropriate individual any book from the Professional Reading Program as listed at:

*[http://www.fireleadership.gov/toolbox/documents/pro\\_reading\\_list.pdf](http://www.fireleadership.gov/toolbox/documents/pro_reading_list.pdf)*

(2) Conduct a Tactical Decision Game session at the home unit:

*[http://www.fireleadership.gov/toolbox/documents/TDGS\\_STEX\\_Workbook.pdf](http://www.fireleadership.gov/toolbox/documents/TDGS_STEX_Workbook.pdf)*

(3) Serve as an instructor for a L-180 Human Factors on the Fireline course or a L-280 Followership to Leadership or L-380 Fireline Leadership course:

*[http://www.fireleadership.gov/courses/L\\_180/description.html](http://www.fireleadership.gov/courses/L_180/description.html);*

*[http://www.fireleadership.gov/courses/L\\_280/description.html](http://www.fireleadership.gov/courses/L_280/description.html);*

*[http://www.fireleadership.gov/courses/L\\_380/description.html](http://www.fireleadership.gov/courses/L_380/description.html); or*

*[http://www.fireleadership.gov/courses/L\\_381/description.html](http://www.fireleadership.gov/courses/L_381/description.html).*

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(4) Complete a cohesion assessment for the employee's crew, team, or the home unit:

*[http://www.fireleadership.gov/toolbox/documents/Crew\\_Cohesion\\_Assessment.pdf](http://www.fireleadership.gov/toolbox/documents/Crew_Cohesion_Assessment.pdf)*

(5) Develop a Standard Operation Procedure (SOP) reference for the employee's crew, team or home unit:

*[http://www.fireleadership.gov/toolbox/documents/SOP\\_Workbook.pdf](http://www.fireleadership.gov/toolbox/documents/SOP_Workbook.pdf)*

(6) Participate in a Staff Ride:

*[http://www.fireleadership.gov/toolbox/documents/Staff\\_Ride\\_Workbook.pdf](http://www.fireleadership.gov/toolbox/documents/Staff_Ride_Workbook.pdf)*

(7) Write and publish an article regarding some aspect of fire management (such as in Fire Management Today, Wildfire, or other fire publication).

(8) Participate as a member of a work group or committee at the Forest level, Regional level, or National level (such as Subject Matter Expert for an NWCG course revision group).

(9) Accept a temporary detail assignment into a leadership position with different responsibilities, location, or supervisor.

(10) Serve as a Crew Leader or Instructor at the National Apprenticeship Academy.

c. The self-development plan feature of the Leadership Toolbox at the following website can be utilized for additional guidance regarding options for continuing education:

*[http://www.fireleadership.gov/toolbox/documentes/self\\_develop.html](http://www.fireleadership.gov/toolbox/documentes/self_develop.html)*

2. Employees shall identify their leadership continuing education actions annually in their Individual Development Plan.

3. Beginning with the 2006 amendment to this Handbook, FSH 5109.17, all Operations personnel in fireline leadership positions must annually participate in a continuing education leadership program. The actions listed in the proceeding paragraphs 1 through 1c are approved options to satisfy this requirement.