

**LEADING THE DEVELOPMENT AND DELIVERY
OF TRAINING FOR THE NATION'S WILDLAND
FIRE AND AVIATION MANAGEMENT WORK
FORCE OF CHOICE**



**STRATEGIC PLAN
FISCAL YEARS 2015-2019**

FOREWORD

This document contains the strategic direction for the National Wildland Fire Training Centers (NWFTCs).

This plan provides a road map for keeping the NWFTCs at the forefront of training transformation efforts within the United States Forest Service and within the Interagency Wildland Fire and Aviation Management Community.

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DIRECTOR'S STRATEGIC INTENT

The personnel who receive training through the National Wildland Fire Training Centers (NWFTCs) operate in complex and dynamic wildland fire and incident management environments; therefore, they need to be competent in a wide array of subject matter.

This strategic plan identifies initiatives and pursues courses of action that our world-class organization will take to not only develop our workforce with current and relevant training but also teach the members of our workforce how to make good decisions.

The NWFTCs, in collaboration with a combination of volunteer steering committees, volunteer faculty, regional workforce development and training personnel, the National Wildfire Coordinating Group's Training Committee, and the Albuquerque Service Center's Human Resource Management Center of Learning are committed to providing superior training through our Centers.

The strength within this strategic plan lies not in the essential elements needed to develop and maintain the workforce of the NWFTCs, but in the way those parts work collectively. Like the elements of the NWFTCs, the elements of this strategic plan must be thoroughly integrated in such a way that focusing on deficiencies in one area does not undermine the remaining goals.



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GUIDING PRINCIPLES

➤ Duty

- ✓ Be proficient in your job, both technically and as a leader
- ✓ Make sound and timely decisions
- ✓ Ensure that tasks are understood, supervised, 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



STRATEGIC OVERVIEW

Under the auspices of the Washington Office Fire and Aviation Management Workforce Development Branch, the National Wildland Fire Training Centers (NWFTCs) are the Forest Service's principle proponent for professional wildland fire management and leadership education; moreover, the NWFTCs foster resident and non-resident learning environments devoted to shaping an innovative, adaptable, and sustainable workforce.

Teaching personnel who work in mission-critical occupations how to make good decisions requires unique academic environments and approaches. As such, the NWFTCs collaborate with multiple stakeholders in order to provide students with the most rigorous, challenging, and diverse curricula possible.

The NWFTCs are comprised of the National Wildland Firefighter Apprenticeship Program (WFAP), the National Prescribed Fire Training Center (PFTC), and the National Advanced Fire and Resource Institute (NAFRI). The Wildland Fire Lessons Learned Center (WFLLC), under the auspices of the Washington Office Fire and Aviation Management, Risk Management & Doctrine Branch, works closely with the NWFTCs in order to share lessons learned. The collective purposes of the Centers is to deliver training to, and share organizational lessons learned with, land, fire, and incident managers who need to demonstrate sound judgment while being adept at critical thinking, creative thinking, and decision making.

Unlike traditional educational institutions within which scholars possess a wide variety of goals and pursue numerous educational disciplines, the audience and subject matter at the NWFTCs are focused and representative of the Forest Service's and Interagency Community's unique wildland fire management environment and managers' abilities to succeed in all aspects of wildland fire management. A continuous pursuit of knowledge throughout a career in wildland fire management is central to this educational philosophy.

1. **Mission.** The National Wildland Fire Training Centers prepare the interagency wildland fire management workforce to perform with increased effectiveness at the tactical, operational, and strategic levels across the wide range of wildland fire, prescribed fire, and all risk environments.
2. **Vision Statement.** The National Wildland Fire Training Centers set the design and delivery standard for land, wildland fire, and incident management training.
3. **Statement of Purpose.** The National Wildland Fire Training Centers develop the professional competence of students. As the Forest Service's principle proponent for professional land, wildland fire, and incident management, the Centers focus on the development of leadership, management, technical, and scientific abilities thereby preparing the attending members of the workforce for increased levels of responsibility.

STRATEGIC GOALS

The National Wildland Fire Training Centers (NWFTCs) will achieve its strategic mission by focusing its resources and efforts on six major functional areas:

1. **Needs of the Workforce**
2. **Stewardship of Training Objectives**
3. **Quality of Instruction and Training Support**
4. **Technology and Social Media**
5. **Personnel and Organizational Structure**
6. **Training Partnerships**

Execution of the Plan. Successful execution of this plan is based on advancements within the six major functional areas. To support this aim, each goal has subordinate objectives. The objectives will be utilized in employee performance plans. Supervisors and employees are responsible for developing associated performance measures each fiscal year, and supervisors will periodically evaluate and report progress. The NWFTCs will then track actions collaboratively and focus or redirect efforts to meet stated goals. In this respect, the Strategic Plan will be a living document with pertinent achievable goals.

GOAL 1 Meet the training needs of the workforce.

Objective 1.a - Work in concert with, and provide direct support to, course development committees, course development subcommittees, and/or workforce development committees in order to keep training current and relevant for the intended workforce.

Note: *Most of the personnel who train at the NWFTCs mission are in 'mission critical occupations' identified in the GAO-10-413 Report to Congressional Committees on Workforce Planning. These series include:*

- *Professional (leadership, ecology, forestry, range management, and wildlife biology)*
- *Administrative (miscellaneous administration and program, human resources management, information technology specialist, line manager, public affairs, recreation specialist, safety and occupational health management, telecommunications, park rangers/law enforcement and law enforcement investigation)*
- *Technical (aircraft operations, cartographic technician, forestry technician, procurement, purchasing, range technician, information and technology management, and budget).*

GOAL 2 Place stewardship of all training objectives under appropriate central organizations.

Objective 2.a - Associate each course delivered through the NWFTCs with a central organization that is responsible for (1) maintaining stewardship of associated course objectives and (2) chartering a course development committee, course development subcommittee, and/or workforce development committee that has authority, and is responsible to the central organization, to develop, design, and maintain the course curriculum as well as to identify, organize, implement, and evaluate performance of the teaching faculty.

GOAL 3 Enhance quality of instruction and provide training support.

Objective 3.a - Support course development committees, course development subcommittees, and/or workforce development committees by providing tools and resources which help enhance (1) the teaching abilities of their chosen faculty members and (2) the faculty members ability to teach good decision making.

Objective 3.b Provide superior administrative and logistical support to all training delivered through, and supported by, each of the NWFTCs.

GOAL 4 Implement new technology and social media in order to increase efficiencies and enhance delivery of training.

Objective 4.a Employ cutting-edge technology during training in order to mirror field operations, and/or assist with implementing new technology, in partnership with research and development resources, in order to enhance training, communication, and safety.

Objective 4.b Reduce utilization of paper for instructional references throughout the training centers by 25% per year, and fully transition to digital instructional references by the FY19 training season.

Objective 4.c Utilize social media throughout the year in order to continue to teach, feed information, and/or share lessons learned in training to subscribers.

GOAL 5 Build and maintain a personnel and organizational structure that has no borders and that promotes and fosters continuous learning, faculty and staff development, mutual respect, and personal enrichment.

Note: *Renewal of knowledge is essential for the intellectual life of the Training Centers, as it is for the Agency and Interagency Community as a whole. Renewal depends on a continuous infusion of outstanding staff and faculty members. The appropriate support personnel, in terms of knowledge, skills, abilities, and quantity are vital to the development of positive working and learning environments and to maintaining a healthy organization. Continuous development of the Training Centers' staff and faculties is critical to the future success of the Training Centers.*

Objective 5.a Utilize the Forest Service-selected recruiting and retention strategy in order to enhance our ability to attract and recruit the high performing, diverse workforce required to (1) lead and manage the NWFTCs and (2) support the dynamic training requirements of our workforces.

Objective 5.a.1 Work with WO FAM in order to achieve a 95% position fill rate within every one of the three Training Centers while ensuring all stakeholders are included in the hiring activities that affect the Training Centers.

Objective 5.b Optimize the quantity, diversity, and quality of staff positions throughout the Training Centers in order to provide appropriate staff to faculty and student to

faculty ratios which will enhance the training programs, gain accreditation from the Department of Education.

Objective 5.b.1 Provide development, maintenance, and delivery of traditional and distance learning curricula concurrently while providing opportunities for professional development to (1) all NWFTCs' personnel and to (2) the faculties the NWFTCs support.

Objective 5.c When necessary, temporarily or permanently reorganize positions within a training center, or throughout the NWFTCs, in order to provide full support to teachers and scholars while leading and supporting the delivery of the same advanced training that contributes the accomplishment of learning outcomes for our workforces.

Objective 5.d Refine and execute a human capital strategic plan that accurately determines the NWFTCs' workforce requirements and further refines the business cases needed to obtain the resources required to execute the NWFTCs' mission.

Objective 5.e Execute workforce planning in accordance with the six following OMB and GAO leading principles:

Objective 5.e.1 Align organization workforce planning and formulate budget with this strategic plan

Objective 5.e.2 Involve organization managers, employees, and other stakeholders

Objective 5.e.3 Identify critical occupations, skills, and competencies and analyze workforce gaps

Objective 5.e.4 Develop strategies to address workforce gaps

Objective 5.e.5 Build capacity and/or create bridges within the NWFTCs, the Agency and Interagency Training Community, WO Fire and Aviation Management Branches, and the WO AQM Incident Support Branch to support workforce strategies

Objective 5.e.6 Continue to monitor and evaluate progress

Objective 5f Execute recruitment and training/succession strategies for the NWFTCs in accordance with the 2009 Workforce Analysis and 2010-2014 Workforce Plan:

Objective 5.f.1 Coordinate recruitment activities with and through ASC HRM

Objective 5.f.2 Use flexible compensation strategies to attract, recruit, and retain quality employees who possess mission critical skill & competencies.

Objective 5.f.3 Work with the Forest Service Center of Learning to support leadership succession programs

Objective 5.f.4 Coordinate with the Forest Service Center of Learning to ensure technical and foundational competencies for MCOs and Leadership are identified and used to address skill gap closure initiatives

Objective 5.f.5 Ensure all training courses are entered into AgLearn in order to provide individual learning records and evaluate gap closure

Objective 5.f.6 Increase the use of AgLearn courses, etc., to reduce skill gaps in MCOs and Leadership positions

Objective 5.f.7 Increase participation in Forest Service Center of Learning Aspiring and Middle Leader Programs

Objective 5.f.8 Develop, support, and nurture staff and faculty through (1) utilizing the Department Employee Performance System, (2) the Employee Individual Development Plan system, and (3) the Performance Achievement Award System the way the USDA and Forest Service intend the systems to be utilized.

GOAL 6 Enhance and/or build partnerships with Forest Service and Interagency administrative organizations and workforce development/training groups.

Objective 6.a Enhance and/or build partnerships within the three NWFTCs and between the NWFTCs and the following entities: NIFC, AQM ISB, ASC HR Center of Learning, Forest Service regional workforce development/training community, and the National Wildfire Coordinating Group.

Objective 6.b Attend and participate consistently in Geographic Area Training Representative, Regional Training Officer, and National Wildfire Coordinating Group Training Committee meetings in order to improve knowledge, increase information sharing, and when the opportunity exists, implement workforce training 'best practices.'

CONCLUSION

This plan is written in general terms to offer as much flexibility as possible to those tasked with its execution. This plan provides a framework for the NWFTCs to deliver the highest quality training possible to best prepare its students and graduates for the dynamic challenges of the future.

This Strategic Plan is also written to provide direction for the NWFTCs, and it purposefully does not prescribe the means to reach the desired end-state. It is a working document designed to allow for change.

Potentially disruptive changes to this plan should be reserved for debate during the annual strategic meeting of the NWFTCs or the Strategic Plan rewrites.

During the Strategic Plan review process, maximum consideration will be given to (1) quality of training, (2) needs of the workforce, and (3) enhanced leadership and management competence. To do otherwise will degrade the consistent direction this is designed to convey to the NWFTCs.

CURRENT ORGANIZATION



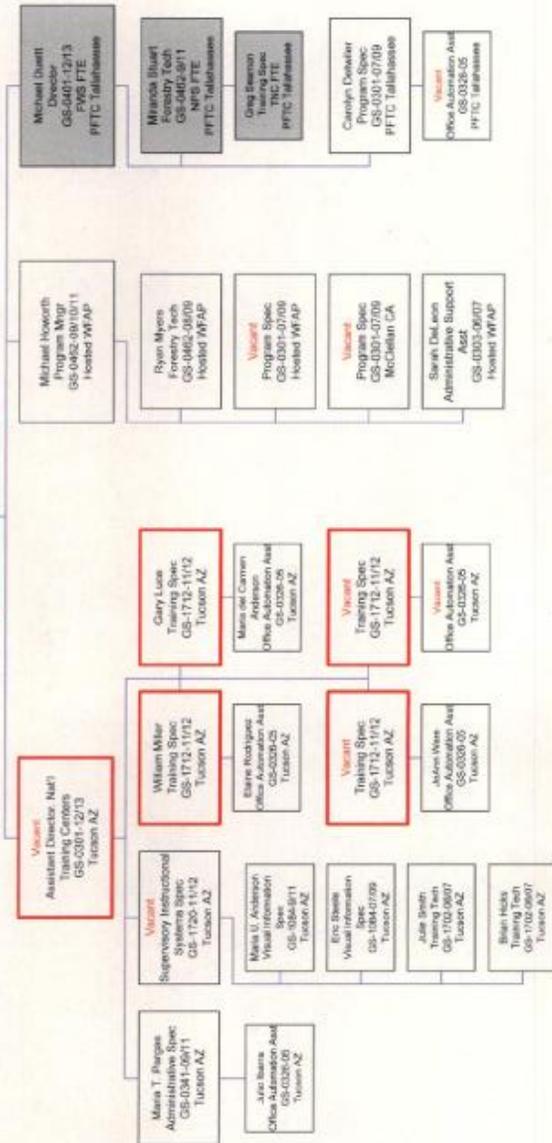
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 Tom Harbour, Director, Fire & Aviation Management

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HRM Reviewed: _____ Date: _____

Human Resources Officer, USFS

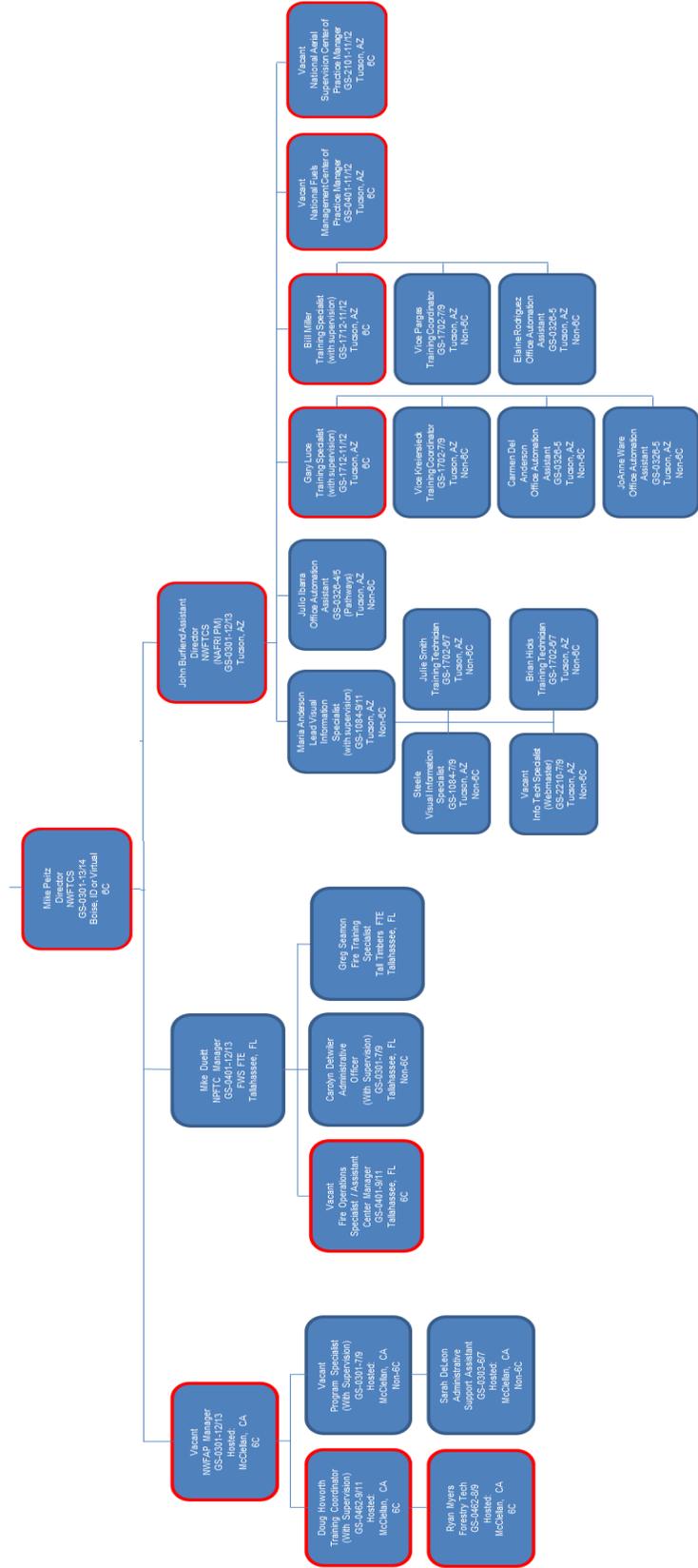
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 James E. Hubbard, Deputy Chief, S&P Forestry



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 Total: 27

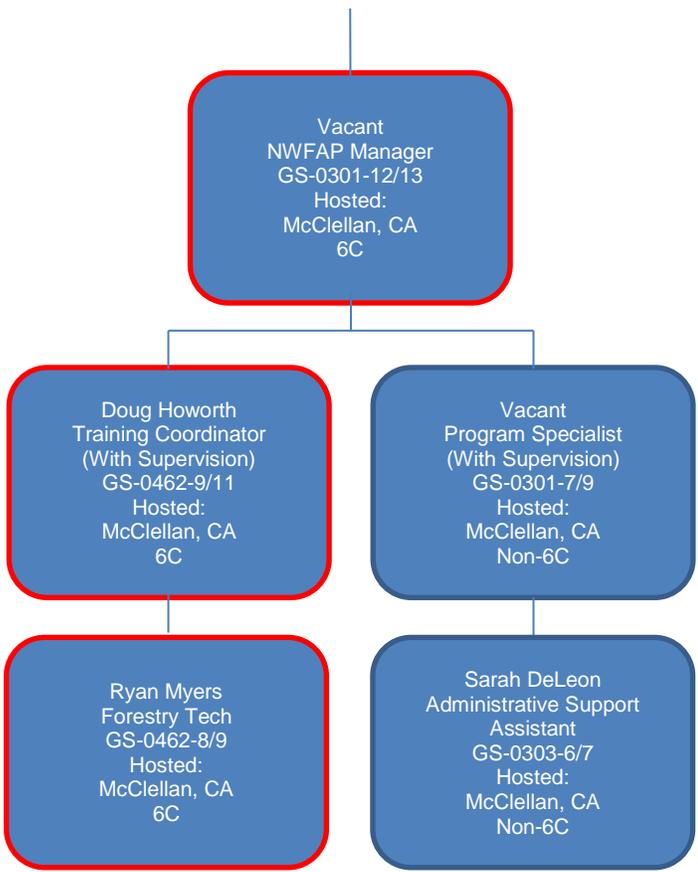
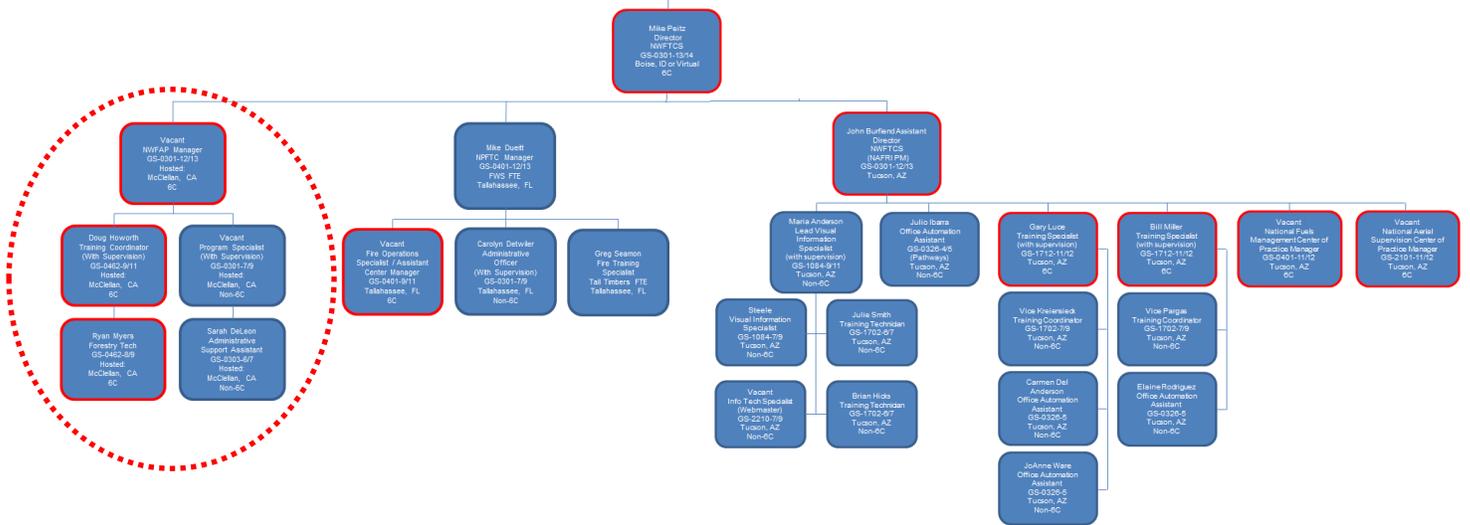
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 As of: 09/30/2013

FUTURE TARGET ORGANIZATION



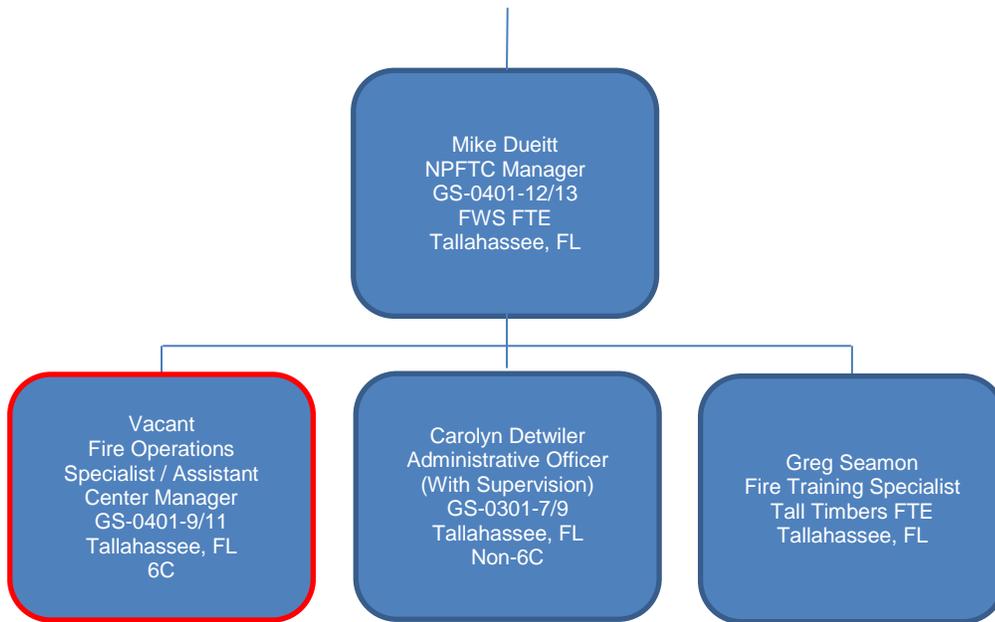
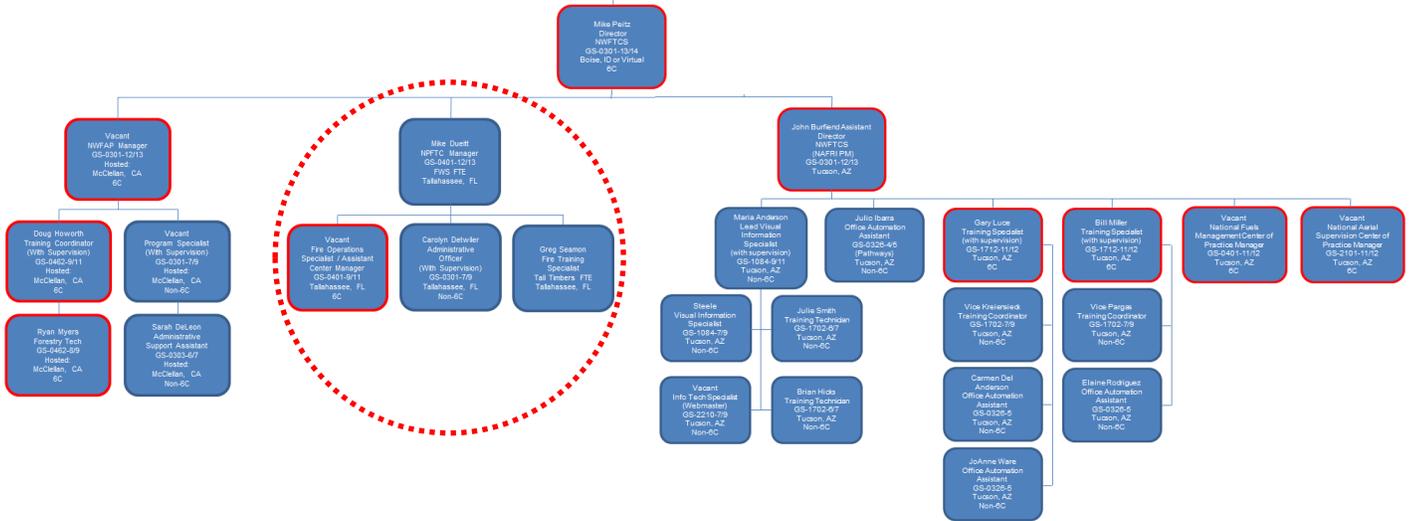
Wildland Firefighter Apprenticeship Program

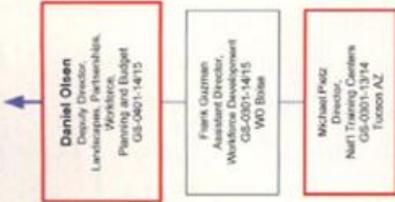
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Prescribed Fire Training Center

Detailed Future Target Organization:





Recommended by: Tom Harbour, Director, Fire & Aviation Management Date: 17 OCT 13

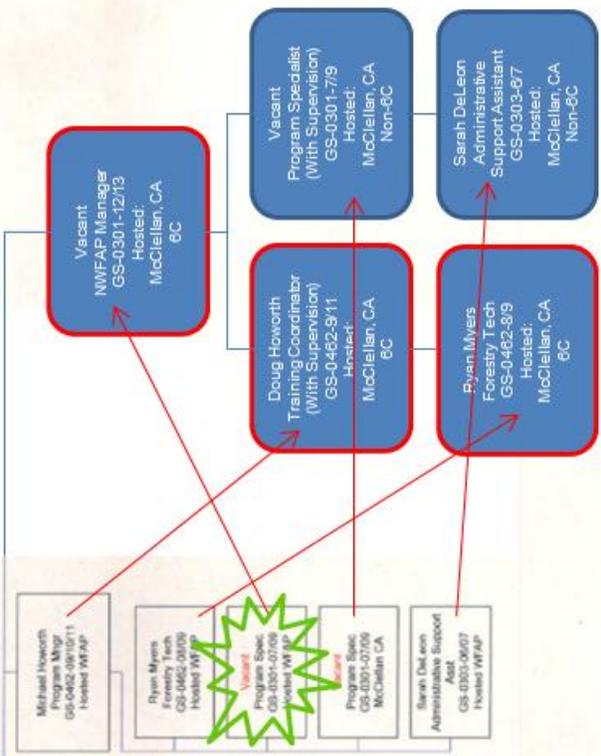
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HRM Reviewed: _____ Date: _____

Human Resources Officer, USFS

Approved: James E. Hubbard Date: 10-17-13

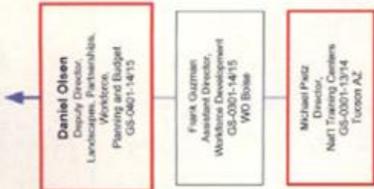
James E. Hubbard, Deputy Chief, S&P Forestry



FTEs: 27 (Tucson: 17, Tallahassee: 5, Hosted: 5)
 NTEs: 0
 Total: 27

* See page 1 for legend
 As of: 09/30/2013

NWFAP Future Target Organization / Reorg slide 1 of 1
(1) Change GS-0301-7/9 box to GS-0301-12/13 Program Manager box
(2) Reorganize accordingly



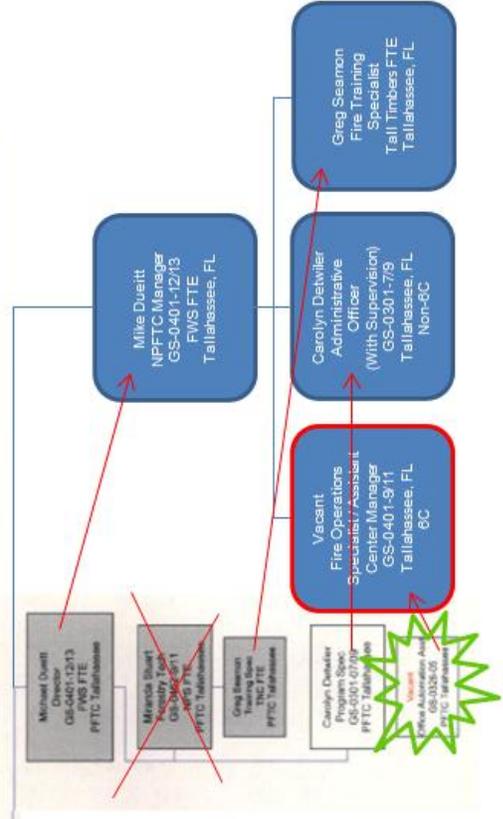
Recommended by: *[Signature]* 17 Oct 13
 Tom Harbour, Director, Fire & Aviation Management Date

Fire Team Review: _____ Date

HRM Reviewed: _____ Date

Human Resources Officer, USFS

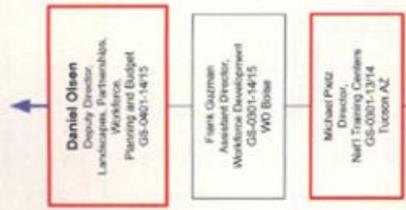
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 James E. Hubbert, Deputy Chief, S&P Forestry Date



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 NTEs: 0
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* See page 1 for legend
 As of: 09/30/2013

NPFTC Future Target Organization / Reorg slide 1 of 1
(1) Change GS-0326-5 box to GS-0401-9/11 Fire Operations Specialist box
(2) Reorganize accordingly

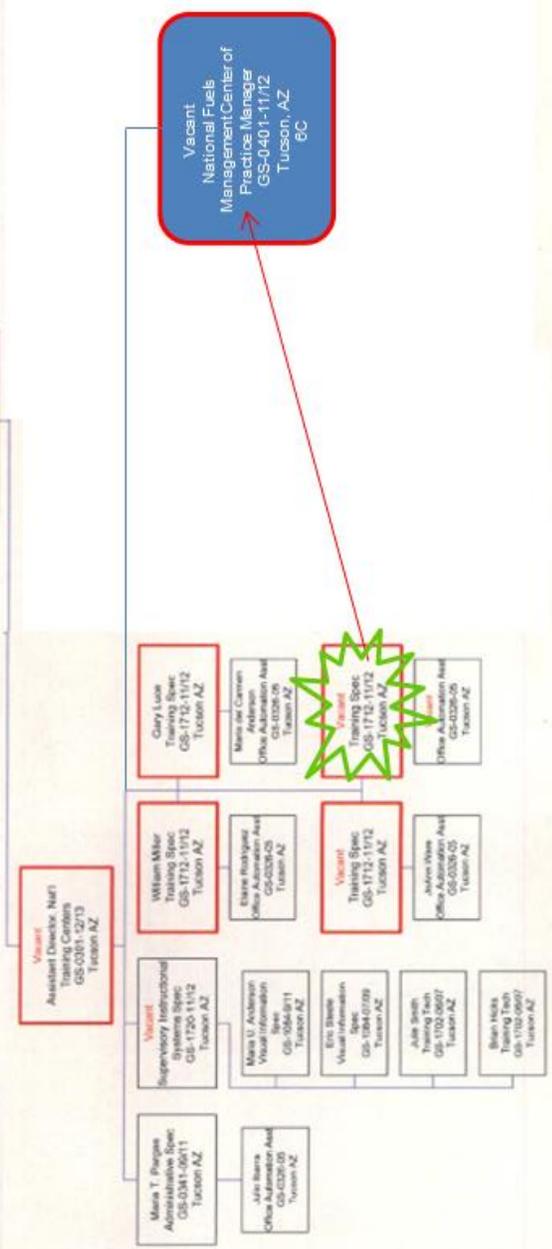


Recommended by: *[Signature]* 17 OCT 13
 Tom Harbour, Director, Fire & Aviation Management
 Date

Fire Team Review: _____
 Date

HRM Reviewed: _____
 Human Resources Officer, USFS
 Date

Approved: *[Signature]* 10-17-13
 James E. Hubbard, Deputy Chief, SAP Forestry
 Date



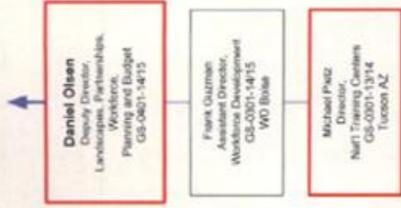
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* See page 1 for legend
 As of: 09/30/2013

NAFRI Future Target Organization / Reorg slide 1 of 4
(1) Change GS-1712-11/12 box to GS-0401-11/12 Fuels Management Center of Practice Program Manager box
(2) Reorganize accordingly



USDA Forest Service, WO
 Fire and Aviation Management
 Assistant Director, Workforce Development (NAFRI)
 (Part 1 of 2)
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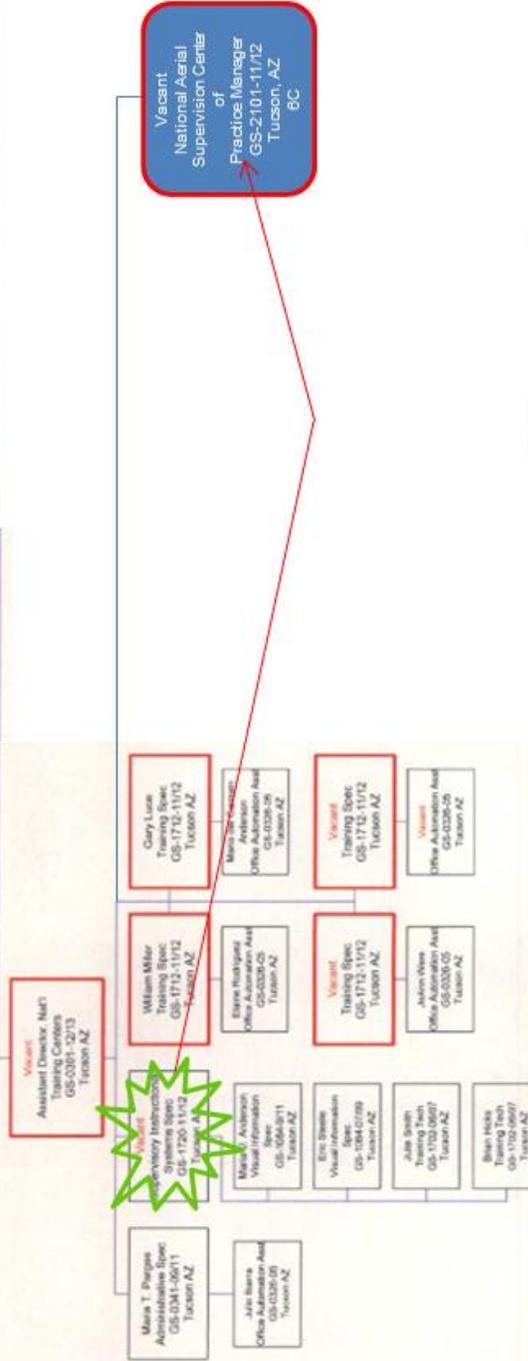
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 Tom Harbour, Director, Fire & Aviation Management
 Date

Fire Team Review:

HRM Reviewed:

Human Resources Officer, USFS

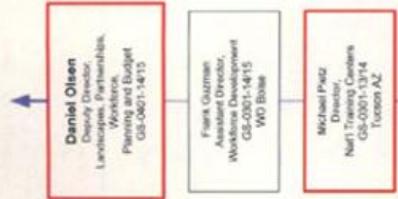
Approved: [Signature] 10-17-13
 James E. Hubbard, Deputy Chief, S&P Forestry
 Date



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 NTEs: 0
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* See page 1 for legend
 As of: 09/30/2013

- NAFRI Future Target Organization / Reorg slide 2 of 4**
- (1) Change GS-1750-11/12 box to GS-2101-11/12 Aerial Supervision Center of Practice Program Manager box**
 - (2) Reorganize accordingly**

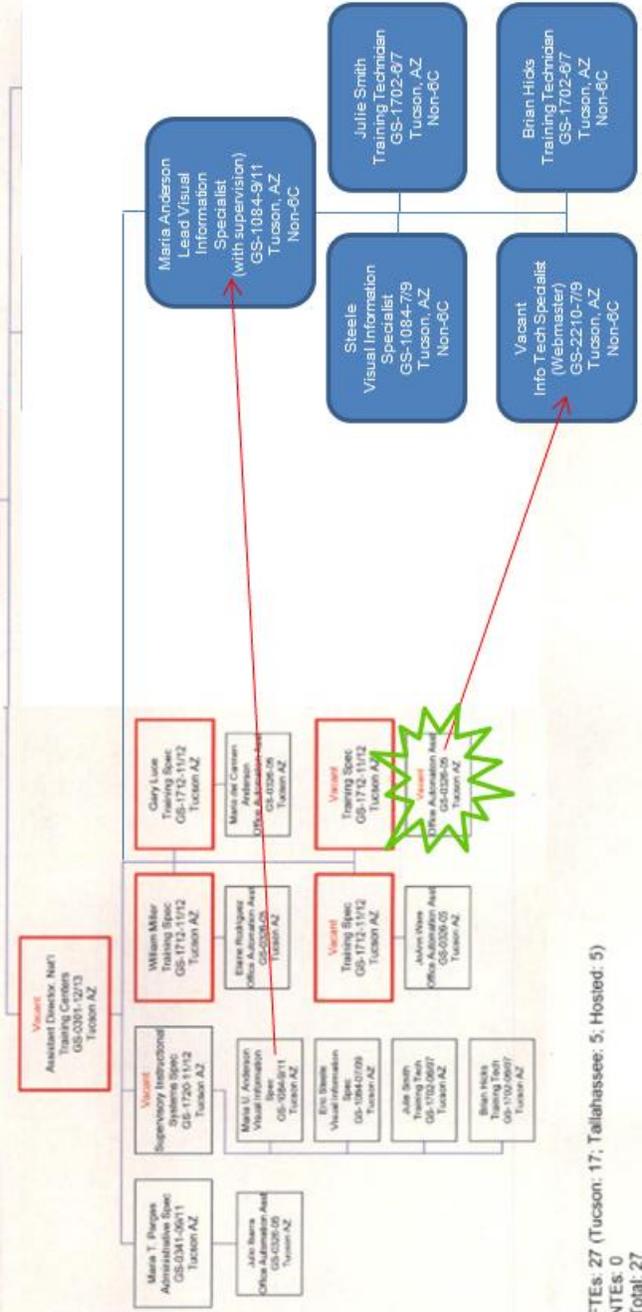


Recommended by: Tom Harbour, Director, Fire & Aviation Management
 Date: 17 OCT 13

Fire Team Review: _____
 Date: _____

HRM Reviewed: _____
 Human Resources Officer, USFS
 Date: _____

Approved: James E. Hubbell, Deputy Chief, S&P Forestry
 Date: 10-17-13



FTEs: 27 (Tucson: 17; Tallahassee: 5; Hosted: 5)
 NTEs: 0
 Total: 27

* See page 1 for legend
 As of: 09/30/2013

- NAFRI Future Target Organization / Reorg slide 3 of 4**
- (1) Move GS-1084-9/11 box to 'Lead' position**
 - (2) Move GS-0326-5 box to GS-2210-7/9 Information Technology Webmaster box**
 - (3) Reorganize accordingly**

